

**All Funds****Parks & Land Use****Mission/  
Summary****Mission**

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

**Financial Summary**

Financial Summary					Change from 2003 Adopted Budget	
	2002 Actual	2003 Adopted Budget	2003 Estimate(a)	2004 Budget	\$	%
<b>General Fund</b>						
Expenditures (a)	\$9,145,473	\$9,941,060	\$10,027,349	\$10,295,257	\$354,197	3.6%
Revenues (b)	\$3,542,240	\$3,673,493	\$3,555,635	\$3,892,260	\$218,767	6.0%
Tax Levy	\$5,603,233	\$6,267,567	\$6,471,714	\$6,402,997	\$135,430	2.2%
<b>Golf Courses</b>						
Expenditures(c)	\$3,047,004	\$3,120,047	\$3,066,424	\$3,215,265	\$95,218	3.1%
Revenues	\$3,058,491	\$3,485,000	\$3,320,000	\$3,454,000	(\$31,000)	-0.9%
Oper inc/(loss) (c)	\$11,487	\$364,953	\$253,576	\$238,735	(\$126,218)	-34.6%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
<b>Ice Arenas</b>						
Expenditures (c)	\$969,416	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Revenues (b)	\$933,709	\$1,010,504	\$1,004,504	\$1,010,835	\$331	0.0%
Oper inc/(loss) (c)	(\$35,707)	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
<b>Exposition Center</b>						
Expenditures (a)(c)	\$742,751	\$776,418	\$778,335	\$819,930	\$43,512	5.6%
Revenues (b)	\$582,062	\$686,418	\$700,000	\$729,930	\$43,512	6.3%
Oper inc/(loss) (c)	(\$160,689)	(\$90,000)	(\$78,335)	(\$90,000)	\$0	0.0%
Tax Levy	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%
<b>Materials Recovery Facility Fund</b>						
Expenditures (c)	\$1,540,359	\$1,710,834	\$1,676,019	\$1,934,867	\$224,033	13.1%
Revenues (b)	\$2,253,265	\$2,335,000	\$2,041,600	\$2,679,250	\$344,250	14.7%
Oper inc/(loss) (c)	\$712,906	\$624,166	\$365,581	\$744,383	\$120,217	19.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%

(a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.

(b) The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center Fund, \$650,000 within the Materials Recycling Facility Fund and \$550,000 within Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues. The 2003 revenue budget includes fund balance appropriations of \$1,253,504: \$50,000 within the General Fund, \$3,504 within the Ice Arenas, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$250,000 Golf Course Fund, \$150,000 General Fund and \$150,000 Material Recycling Facility Fund balance.

(c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

**All Funds****Parks & Land Use****Mission/  
Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate(a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
<b>Tarmann Fund</b>						
Expenditures (a)	\$758,233	\$1,000,000	\$1,225,000	\$1,000,000	\$0	0.0%
Revenues (b)	\$871,648	\$1,000,000	\$1,590,000	\$1,000,000	\$0	0.0%
Tax Levy (d)	(\$113,415)	\$0	(\$365,000)	\$0	\$0	0.0%
<b>Land Information System Fund</b>						
Expenditures(a)	\$410,876	\$473,712	\$611,565	\$553,758	\$80,046	16.9%
Revenues	\$825,074	\$473,712	\$1,017,500	\$553,758	\$80,046	16.9%
Tax Levy (d)	(\$414,198)	\$0	(\$405,935)	\$0	\$0	0.0%
<b>Total All Funds</b>						
Expenditures (a) (c)	\$16,614,112	\$18,032,575	\$18,389,196	\$18,829,912	\$797,337	4.4%
Revenues (b)	\$12,066,489	\$12,664,127	\$13,229,239	\$13,320,033	\$655,906	5.2%
Oper inc/(loss) (c)	\$527,997	\$899,119	\$540,822	\$893,118	(\$6,001)	-0.7%
Tax Levy (d)	\$5,165,620	\$6,357,567	\$5,790,779	\$6,492,997	\$135,430	2.1%

**Position Summary All Fund (FTE)**

Regular Positions	114.00	115.50	115.50	115.50	0.00
Extra Help	80.63	80.48	81.15	79.31	(1.17)
Overtime	3.77	4.13	4.13	3.93	(0.20)
<b>Total</b>	<b>198.40</b>	<b>200.11</b>	<b>200.78</b>	<b>198.74</b>	<b>(1.37)</b>

- (a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.
- (b) The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center Fund, \$650,000 within the Materials Recycling Facility Fund and \$550,000 within Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues. The 2003 revenue budget includes fund balance appropriations of \$1,253,504: \$50,000 within the General Fund, \$3,504 within the Ice Arenas, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$250,000 Golf Course Fund, \$150,000 General Fund and \$150,000 Material Recycling Facility Fund balance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (d) Amount shown for 2002 is actual expenditures less actual revenues; total all funds budget 2002 tax levy was \$6,132,042.

**General Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

The Department of Parks & Land Use general fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance, solid waste management programs, land and water resource management programs.

**Financial Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
<b>General Fund</b>						
Personnel Costs	\$6,338,623	\$6,782,863	\$6,776,367	\$7,095,529	\$312,666	4.6%
Operating Expenses (a)	\$1,726,134	\$2,015,345	\$2,046,269	\$2,008,040	(\$7,305)	-0.4%
Interdept. Charges	\$908,567	\$987,202	\$982,673	\$1,031,688	\$44,486	4.5%
Fixed Assets	\$172,149	\$155,650	\$222,040	\$160,000	\$4,350	2.8%
<b>Total Expenditures</b>	<b>\$9,145,473</b>	<b>\$9,941,060</b>	<b>\$10,027,349</b>	<b>\$10,295,257</b>	<b>\$354,197</b>	<b>3.6%</b>
General Government	\$462,588	\$444,628	\$439,746	\$542,260	\$97,632	22.0%
Fine/Licenses	\$952,023	\$945,000	\$945,000	\$1,020,800	\$75,800	8.0%
Charges for Services	\$1,596,851	\$1,639,119	\$1,547,584	\$1,644,000	\$4,881	0.3%
Interdepartmental	\$464,327	\$505,446	\$508,905	\$506,300	\$854	0.2%
Other Revenue (b)	\$66,451	\$139,300	\$114,400	\$178,900	\$39,600	28.4%
<b>Total Revenues</b>	<b>\$3,542,240</b>	<b>\$3,673,493</b>	<b>\$3,555,635</b>	<b>\$3,892,260</b>	<b>\$218,767</b>	<b>6.0%</b>
<b>Tax Levy (c)</b>	<b>\$5,603,233</b>	<b>\$6,267,567</b>	<b>\$6,471,714</b>	<b>\$6,402,997</b>	<b>\$135,430</b>	<b>2.2%</b>
<b>Position Summary (FTE)</b>						
Regular Positions	92.50	93.00	93.00	93.00	0.00	
Extra Help	45.92	46.90	47.59	46.12	(0.78)	
Overtime	2.59	2.63	2.63	2.61	(0.02)	
<b>Total</b>	<b>141.01</b>	<b>142.53</b>	<b>143.21</b>	<b>141.73</b>	<b>(0.80)</b>	

(a) The 2003 estimate exceeds budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.

(b) The 2004 budget includes fund balance appropriations of \$40,000 for the brownfield recycling initiative and \$50,000 for Bugline Trail extension. The 2003 budget includes fund balance appropriations of \$50,000 for one-time items.

(c) Adopted 2002 tax levy was \$6,132,042. Amount shown reflects 2002 actual expenses less revenue.

**Departmental Objectives****Land Resources**

1. Manage the first full year of a countywide yard waste composting and mineral extraction operation in the town of Genesee in cooperation with local communities. Apply for State Department of Natural Resources (DNR) Recycling Efficiency grant to reduce operating costs. Continue entering intergovernmental agreements with communities (Goal 3.9) (ongoing).
2. Draft updates to the County Erosion Control and Stormwater Management Ordinance as needed to comply with newly adopted state nonpoint pollution performance standards (Goal 3.15) (3<sup>rd</sup> quarter).
3. Continue development of a stormwater management database and demonstrate its use by communities over the Internet as part of Pewaukee Lake water quality planning effort, using DNR grant funds (Goal 4.1) (4<sup>th</sup> quarter).
4. Initiate process to develop a Watershed Protection Plan for Pebble Creek, using DNR grant funds. Plan will facilitate intergovernmental cooperation on land use and storm water planning in the watershed (Goal 3.15) (ongoing).
5. Combine Agricultural/Business Hazardous Waste and Household Hazardous Waste under one cost center to reflect the administrative integration of the two programs (Goals 3.7 and 3.8) (1<sup>st</sup> quarter).
6. Partner with the new DNR - Wisconsin Green Schools program to provide incentives, assistance and recognition to schools implementing pollution prevention, conservation and waste reduction practices (Goal 3.11) (ongoing).
7. Implement second round of nonmetallic mine reclamation plans in accordance with County ordinance and established permit schedules (ongoing).
8. In partnership with municipalities, landfill operators, farms and agri-businesses, facilitate cost-effective, convenient programs to manage hazardous waste and reduce generation of waste in order to minimize negative environmental impact (Goal 3.8) (ongoing).
9. Continue participating in the Pollution Prevention (P2) Team with other county departments to manage the county's internal waste reduction and pollution prevention efforts and emphasize energy saving opportunities (Goal 3.10) (ongoing).

**Planning**

1. Commence working with Smart Growth Planning Committee, established in 2003 to develop new Smart Growth compliant Land Use Plan for Waukesha County (Goal 2.2)(1<sup>st</sup> quarter).
  2. Develop Subdivision and Certified Survey Map database standards and begin populating database with link to Land Information System (Goal 4.1) (3<sup>rd</sup> quarter).
  3. Populate Zoning Permit and Conditional Use databases with link to Land Information Systems (Goal 1.15) (ongoing).
  4. Prepare and complete 2004 Land Use Plan Amendments (Goal 2.2).
  5. Continue development of Web based permit systems for online permitting (Goal 1.11 and 4.1-Admin)(ongoing).
  6. Continue to work with communities to complete Shoreland and Zoning Code Amendments (Goal 2.3) (3<sup>rd</sup> quarter).
  7. Finalize Procedure Manual update on intranet (1<sup>st</sup> quarter).
  8. Assist the Town of Vernon with development of amendments to their previously approved Land Use Plan (Goal 2.2) (ongoing).
  9. Prepare Shoreland Buffer Ordinance based on Lakes Classification Study (Goal 2.3)(4th Quarter).
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**Environmental Health**

1. Division continues implementation of a single electronic system for our major program areas: private sewage system permitting, water sample analysis, and preliminary site evaluations. The development of the system will include digital images of wells and private sewage system installations. Currently a bar code system is being tested (Goal 4.1) (3<sup>rd</sup> quarter).
2. Implement Spill Prevention Control and Counter Measure plans for affected facilities, addressing operating procedures for oil spills. (Goal 3.3)(ongoing)
3. Continue to upgrade private sewage system maintenance program to include additional lake management districts or sanitary districts (Goal 3.2) (ongoing).
4. Provide input into County emergency management and bioterrorism plans (ongoing).
5. Survey municipalities and private beach operations on beach water quality testing and provide information on Wisconsin Division of Health water quality guidelines and divisions beach monitoring program (ongoing).
6. West Nile surveillance and education will be adjusted in 2004 dependant on amount of funding provided by the Center for Disease Control to the states (2<sup>nd</sup> and 3<sup>rd</sup> quarters).
7. Implement database for the tracking of Humane Animal Program information (2<sup>nd</sup> quarter).

**Parks**

1. Implement the Legacy Parkland Acquisition Program for the acquisition of lands identified in the County's Park and Open Space Plan and partner with non-profit conservation organizations and local units of government whose land acquisitions are the same as the County's (Goal 2.1)(ongoing).
2. Develop and implement, over the next year, a public information plan to increase park system visibility and inform the customer of new and existing park system programs and events (Goal 1.10) (2<sup>nd</sup> quarter).
3. Establish guidelines for working with volunteers in the park system, to enhance implementation of park system programs through volunteer efforts (Goal 1.15)(ongoing).
4. In conformance with the State of Wisconsin Stewardship grant guidelines, update the County's Park and Open Space Plan (Goal 2.1(4<sup>th</sup> quarter).
5. Investigate and implement park code enforcement policies and procedures (Goal 1.3)(2nd quarter).
6. Explore GIS solutions for increased efficiency in the administration of parks boundary encroachment, park maintenance scheduling, and park design and development (Goal 1.8 and 4.1)(2nd quarter).
7. Implement a web based real time online park system facility reservation system (Goal 4.5) (2nd quarter).
8. Initiate the process required to achieve the status as an accredited park agency through the National Recreation and Parks Association (Goal 1.8) (2003 – 2005).

**Administration**

1. Develop databases that will allow the linking of permit and file information to properties displayed in the County Land Information System (Goal 4.1)(1st – 4th quarters).
  2. Develop phase II of the Department's web page. Phase II will allow service users to submit permit application forms and forward payments on-line (Goal 4.2)(2nd and 3rd quarters).
  3. Participate on the Metro Landfill Siting Committee for anticipated expansion at Waste Management's Metro Landfill in the City of Franklin (Goal 3.8) (ongoing).
  4. Rehost the Department's mail management system onto a network server (Goal 4.3)(4th Quarter).
  5. Further develop and update the department's revenue fee schedule based on cost recovery analysis of Land Resources and Planning program area permitting activities (2<sup>nd</sup> Quarter 2004)
  6. Develop a comprehensive list of all County owned facilities and land parcels for their current and potential County Public use. Where no public use is determined, and does not implement the County's Park and Open Space Plan, this land may be sold to the general public. Proceeds of lands sold would be placed in the Tarmann Parkland Acquisition Fund for future parkland acquisitions. (4<sup>th</sup> qtr. 2004).
  7. In conjunction with the Airport Commission, develop a comprehensive land use / business plan for the Expo Center and Airport grounds to be reviewed and approved by standing committees and the County Board (3<sup>rd</sup> qtr. 2004).
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**Major Departmental Strategic Achievements from 7/01/02 to 6/30/03****Land Resources**

1. Conducted a telephone survey of county residents to measure participation in and understanding of recycling and water quality programs.
2. Reduced the cost for the household hazardous waste program through a cooperative agreement with Superior Emerald Park Landfill Standing Committee.
3. Facilitated a State Department of Natural Resources (DNR) Recycling Efficiency Incentive grant received by several county municipalities to help fund the SE Wisconsin Waste Reduction Coalition and to improve waste reduction and recycling education in those communities. Updated and promoted the county recycling website to businesses and residents.
4. Collected more than 400 pounds of mercury-containing products from residents and schools under the DNR Mercury Reduction Grant.
5. Improved inter-departmental communication and compliance with environmental requirements through the county Pollution Prevention Team actions, including facility assessments, an employee information site on the intranet and articles in the County Beat.
6. Completed Conditional Use permit applications for the composting and mining operation on County property in the Town of Genesee. Obtained DNR permit to remove landfill from the property and drafted new boundary agreement with adjacent property owner. Negotiated contracts with municipalities to participate and received a Recycling Efficiency Incentive (REI) grant to offset municipal yard waste tip fees.
7. Completed stream bank stabilization on County park property (old Fox River Inn - Vernon) using funding from the Fox River Commission (FRC), Federal Housing and Urban Development (HUD) and DNR.
8. Completed wetland restoration project on the Hintz property using funding from FRC, DNR and the Federal Environmental Protection Agency (EPA).
9. Completed installation of a multi-landowner grassed waterway system in Section 25, Town of Vernon to mitigate flooding and erosion problems in the area (funded by DNR, FRC and United States Department of Agriculture (USDA)).
10. Began implementation of the CREP program with the use of the county's Land Information System.

**Planning**

1. Completed Waukesha County Street and Highway Width Map Ordinance amendments and hosted on internet.
2. Developed Zoning Permit database and began populating database.
3. Worked on populating Conditional Use database.
4. Assist the Director with Smart Growth preliminary planning and proposed work assignments.
5. Prepared and held numerous meetings on Shoreland and Zoning code amendments.
6. Completed Lakes Classification Study.
7. Completed Waukesha County Land Development Plan amendments.
8. Installed Zoning Ordinance Maps for Towns as PDF files on the internet.
9. Printed new 2003 Street Atlas.

**Environmental Health**

1. Completed review of beach sampling procedures and developed a more proactive sampling and reporting procedure in cooperation with Parks Division.
  2. Developed draft Spill Prevention, Control and Countermeasure plans for seven county facilities.
  3. Staff became certified to process wastewater samples to monitor performance of new technology private sewage systems.
  4. The department met with Executive Director of the Waukesha County Humane Animal Welfare Society (HAWS) to determine if components of the Humane Animal program could be transferred to HAWS. It was determined by the Executive Director for HAWS that taking over the animal abuse and neglect investigations from the department would be prohibitively expensive and HAWS could not undertake such an endeavor without significant funding by the county.
  5. Partnered with Land Resources Division to complete waste assessments of Sheriff department operations.
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**Parks**

1. Acquired over 211 acres of parkland through the Tarmann Fund Legacy Parkland Acquisition program.
2. Completed the following projects; Pavement Management Projects, Nag-Waukee Park renovation projects, Wanaki Golf Course golf car paths, Naga-Waukee and Fox River Park way-finding signage and the Grand Opening of Fox River Park.
3. Successfully conducted the following special events; Apple Harvest Festival, candle light hikes, Waukesha Winter Jamboree, First Star Eve and the Spooka Minooka Halloween event.
4. Reevaluated and developed an environmental education and training program for area teacher environmental education.
5. Evaluated existing park facility reservation procedures and implemented new procedures for extended use reservation requests by non-profit organizations.
6. Completed an analysis, and made a decision on, garbage collection alternatives for the county park system.
7. In cooperation with the Environmental Health Division developed and implemented revised beach water quality testing procedures.
8. Implemented an automated park facility reservation system.

**Administration**

1. Completed phase I of the Department web-page providing users with comprehensive information regarding services including permit and license application forms.
2. Pursued rezoning of county owned lands for the construction of the jail addition and related facilities.
3. Compiled historic drainage and stormwater planning data for the Waukesha County Expo and Airport grounds. Identified for Airport staff the essential elements of a stormwater management study Request for Proposals.
4. Evaluated and acquired a software program for the storage and retrieval of digital photography related to permit and license files. Images will be linked to the electronic file systems and GIS.

**CURRENT AND PROPOSED CAPITAL PROJECTS**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 03	Estimated Operating Impact	A=Annual T=One-Time
9326	Fox River Park Dev. (a) (b)	2003	\$2,474,572	100%	\$130,500	A
9703	Pavement Management Plan	Ongoing	\$400,000/Yr	Ongoing	\$0	
9804	Lake Country Trail Phase 2	2004	\$434,700	50%	\$0	
9805	Retzer Nature Center Bldg. Expansion (b)	2003	\$1,299,200	0%	\$19,000	A
200014	Bikeway Improvement (c)	2006	\$820,000	10%	\$0	

Refer to Capital Project Summary for additional project information.

- (a) Estimated 2003 on-going operating costs does not include offsetting revenues estimated at 30% of operating costs. Also, does not include approximately \$237,000 of one-time equipment purchases made between 2001 and 2003.
- (b) Project coordinated with Facilities Management.
- (c) Total project cost is approximately \$4,000,000. Federal TEA-21 funding is anticipated to provide 80% of project construction costs.

## Land Resources

### Solid Waste Planning, Implementation & Education

#### Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the state solid waste management hierarchy. Participate in a consolidated approach to managing the county's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees.

Provide educational technical assistance to municipal officials and staff, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.



#### Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% business compliance	96%	98%	98%	98%	-
%leaving grass clippings on lawn	84%	90%	84%	84%	(6%)
Operating Costs offset by landfill revenue	\$336,183	\$290,000	\$300,000	\$340,000	\$50,000
<b>Staffing (FTE)</b>	<b>5.22</b>	<b>5.43</b>	<b>5.43</b>	<b>5.05</b>	<b>(0.38)</b>

Personnel Costs	\$242,510	\$264,030	\$263,905	\$274,455	\$10,425
Operating Expenses	\$58,219	\$201,600	\$125,700	\$202,015	\$415
Interdept. Charges	\$42,344	\$33,098	\$33,338	\$26,740	(\$6,358)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$343,073</b>	<b>\$498,728</b>	<b>\$422,943</b>	<b>\$503,210</b>	<b>\$4,482</b>
General Government	\$45,834	\$48,253	\$48,250	\$103,860	\$55,607
Charges for Services	\$336,183	\$410,000	\$300,000	\$418,000	\$8,000
Interdepartmental	\$19,967	\$21,150	\$21,500	\$23,000	\$1,850
Other Revenue	\$3,763	\$48,100	\$22,800	\$49,900	\$1,800
<b>Total Revenues</b>	<b>\$405,747</b>	<b>\$527,503</b>	<b>\$392,550</b>	<b>\$594,760</b>	<b>\$67,257</b>
<b>Tax Levy</b>	<b>(\$62,674)</b>	<b>(\$28,775)</b>	<b>\$30,393</b>	<b>(\$91,550)</b>	<b>(\$62,775)</b>

#### Program Highlights

Personnel costs increase \$10,425 reflecting general wage and benefit increases for 5.05 FTE and a reduction in temporary extra help of 0.38 FTE or \$11,094.

The division will manage the privately-operated county Yard Waste Composting Project on county-owned property. Resulting compost will be used to reclaim the adjacent county gravel pit. Total material processed is estimated at 8,600 tons (5,600 tons yard waste and 3,000 tons wood waste). The \$42,000 of municipal yard waste tip fee revenue budgeted in 2003, will be replaced by 2003 DNR Recycling Efficiency Incentive (REI) grant revenue, eliminating the need for a tip fee in 2004 for currently participating and new municipalities. Municipalities will still pay \$26 per ton to process wood waste. The County is expected to be eligible for additional REI grant(s) based on continued development of shared services related to adding new municipalities to the MRF and County compost programs. The additional REI grant funds will be appropriated in future years to replace/reduce municipal tip fees.

The division will partner with the Wisconsin Green Schools program to provide incentives, assistance and recognition to schools implementing pollution prevention, conservation and waste reduction practices.



## Land Resources

### Solid Waste Planning, Implementation & Education (cont.)

Continuing programs include business recycling assistance and the provision of voluntary waste assessments and information on special item disposal, coordination of in-house office paper collection program, further development and implementation of an action plan for waste reduction and energy savings in county operations, using the Department of Parks and Land Use as a model, and involvement in the regional waste reduction coalition. The coalition will continue to seek grant, foundation, and municipal funding to expand successful programs to new geographical areas. Projects include the annual Be Smart Scholarship Competition, festival waste reduction, and Green Pages publication. The Coalition has a 20 member Steering committee representing municipalities, state agencies, and non-profit groups as well as 6 business sponsors, and more than 30 participating partners. County staff chairs the Steering Committee and serve on subcommittees.

A reduction in countywide newsletter mailing has resulted in a postage cost reduction of \$7,500 in Interdepartmental charges. These costs are partially offset by an increase in end user computer charges of \$1,300.

General governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. The recycling grant allocation has been increased \$13,607 to fund the cost to continue existing staff levels. In addition, General Government revenues include the \$42,000 REI recycling grant of \$42,000 that will be used to offset municipal yard waste tip fees in 2004. Charges for services include an increase of \$50,000 in Landfill Siting fees and a reduction of \$42,000 in municipal yard waste tip fees, which is replaced with REI grant funds.

#### Activity

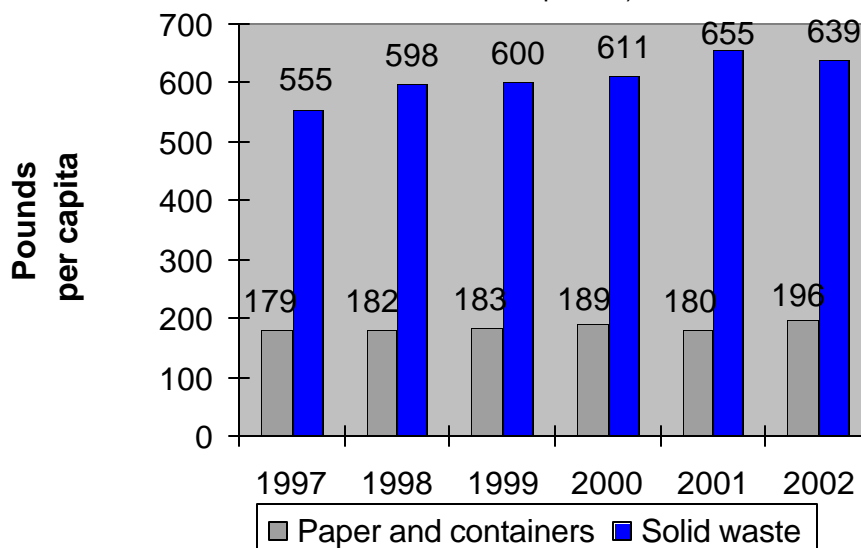


	2002 Actual	2003 Budget	2003 Est.	2004 Budget	Budget Change
Tons of yard waste (all Municipalities)	22,853	23,000	23,000	23,000	-
Tons of office paper recycled – county	111	200	120	120	(80)
Number of business inspections	50	65	70	70	5
Tons of textiles recycled @ drop off sites	1,750	0	1,800	1,800	1,800
lbs. of Computers Recycled (a)	104,000	138,000	120,000	120,000	(18,000)
(a)Residential computer recycling began in May 2000 at two municipal recycling sites. Ethan Allen and New Berlin sites were added in 2002.					

## Land Resources Solid Waste Planning, Implementation & Education (cont.)

### Waukesha County Recycling and Solid Waste

**Annual Generation Per Capita** (Reported by MRF, haulers, and municipalities)



The above chart shows a general upward trend in per capita generation of residential waste countywide over the past several years, with relatively flat recycling. However in 2002, there was a 2% decrease in solid waste and a 9% increase in recycling on a per capita basis.

## Household Hazardous Waste

### Program Description

In partnership with municipalities, which provide one third of contractor costs, provide an ongoing, convenient program to properly manage household hazardous waste. Coordinate program funded by Superior Emerald Park Landfill (SEPL) Standing Committee and integrate into county program to maximize service to residents and minimize cost to county and municipalities.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of HHW Per household	47.7	53.3	48.9	48.9	(4.4)
Disposal costs per household	\$22.67	\$40.83	\$27.22	\$27.22	(\$13.61)
Disposal cost per Pound	\$.49	\$.76	\$.56	\$.56	(\$0.20)
<b>Staffing (FTE)</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.00</b>

(a.)

Personnel Costs	\$18,446	\$19,994	\$19,926	\$21,312	\$1,318
Operating Expenses (a)	\$107,280	\$122,500	\$140,000	\$142,500	\$20,000
Interdept. Charges	\$443	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$126,169</b>	<b>\$142,494</b>	<b>\$159,926</b>	<b>\$163,812</b>	<b>\$21,318</b>
General Government	\$34,703	\$51,700	\$51,700	\$72,700	\$21,000
<b>Total Revenues:</b>	<b>\$34,703</b>	<b>\$51,700</b>	<b>\$51,700</b>	<b>\$72,700</b>	<b>\$21,000</b>
<b>Tax Levy</b>	<b>\$91,466</b>	<b>\$90,794</b>	<b>\$108,226</b>	<b>\$91,112</b>	<b>\$318</b>

(b.) The 2003 estimate exceed budget. The department does not anticipate the need for a fund transfer due to expenditures below budget in other general fund program appropriations.

## Household Hazardous Waste (cont.)

**Program Highlights**

The budget continues a multi-year agreement with Superior Emerald Park Standing Committee and Onyx Environmental Services for the household hazardous waste (HHW) program under which SEPL funds are exhausted first, then the county pays up to it's maximum budgeted amount of \$122,500. Activity for the combined program is shown in this budget. Participation has leveled off due to longevity of the program. Promotion of product exchanges will continue at ongoing sites for reuse of unwanted automotive care, household and garden products.

Operating Expenses increase due to shifting the \$20,000 Agricultural Hazardous Waste program out of land conservation into the solid waste budget \$20,000. The program is currently managed by solid waste staff and is run in conjunction with the county's ongoing HHW program. Agricultural and household hazardous waste grant programs have been consolidated into one agency at the state level.

General government revenue includes the municipal cost share of \$36,700, a \$15,000 DNR household hazardous waste grant that replaces a two-year mercury reduction grant, and a \$21,000 Agricultural Clean Sweep Grant administered by Wisconsin DATCP that was previously budgeted in the Land Resources – Agricultural Land and Water program.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Households served	4,540	3,000	4,500	4,500	1,500
Pounds of waste collected	216,379	160,000	220,000	220,000	60,000
# of Households using product exchange	41	150	100	120	(30)

## Land Resources Agricultural Land &amp; Water

## Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the USDA. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out through a variety of federal, state and local programs and grants.



## Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% cropland fields eroding >"T"	10%	10%	10%	10%	0%

"T" is a state and federal standard for the "tolerable" erosion rate for a soil to maintain long-term productivity.

<b>Staffing (FTE)</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>0.00</b>
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Personnel Costs	\$178,180	\$174,940	\$170,609	\$180,108	\$5,168
Operating Expenses	\$85,562	\$112,200	\$111,800	\$146,900	\$34,700
Interdept. Charges	\$8,393	\$16,560	\$15,801	\$17,140	\$580
<b>Total Expenditures:</b>	<b>\$272,135</b>	<b>\$303,700</b>	<b>\$298,210</b>	<b>\$344,148</b>	<b>\$40,448</b>
General Government	\$162,582	\$169,200	\$165,321	\$198,200	\$29,000
<b>Total Revenues:</b>	<b>\$162,582</b>	<b>\$169,200</b>	<b>\$165,321</b>	<b>\$198,200</b>	<b>\$29,000</b>
<b>Tax Levy</b>	<b>\$109,553</b>	<b>\$134,500</b>	<b>\$132,889</b>	<b>\$145,948</b>	<b>\$11,448</b>



## Program Highlights

Personnel costs reflect salary and benefit increases to continue 2.95 FTE.

Operating expenses increase mainly due to \$25,000 for the first year of a 2 year DNR grant to prepare a Watershed Protection Plan for Pebble Creek, a \$30,000 increase for DATCP landowner cost share agreements and a \$20,000 reduction due to the transfer of agricultural clean sweep program to Household Hazardous Waste Program.

Overall revenue increases \$29,000, revenue changes include; reduction of \$4,000 in DATCP staffing grants, \$30,000 increase to offset DATCP cost share grants, increased DNR grant of \$25,000 to offset Pebble Creek project and \$22,000 reduction due to transfer of agricultural clean sweep grant fund to the HHW program.



## Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Acres of farm conservation Plans Completed	2,540*	3,000	1,790	2,500	(500)
Number of Conservation Practices Installed	142*	130	115	110	(20)
Amount of cost share \$ distributed	\$107,428	\$39,652	\$20,363	\$44,000	\$4,348

\*These numbers are estimated using available data through NRCS tracking system .

## Land Resources Urban Land &amp; Water

## Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect county water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.



## Performance Measures

First response turn around time for storm water permit application (working days).

Benchmark 20 days

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
	8	-	8	8	8
<b>Staffing (FTE)</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>0.00</b>

Personnel Costs	\$202,095	\$240,091	\$237,341	\$250,370	\$10,279
Operating Expenses	\$55,918	\$39,200	\$38,400	\$18,000	(\$21,200)
Interdept. Charges	\$16,644	\$22,489	\$21,568	\$19,750	(\$2,739)
Fixed Assets	\$8,500	\$6,800	\$6,800	\$0	(\$6,800)
<b>Total Expenditures:</b>	<b>\$283,157</b>	<b>\$308,580</b>	<b>\$304,109</b>	<b>\$288,120</b>	<b>(\$20,460)</b>
General Government	\$119,757	\$103,000	\$102,000	\$90,000	(\$13,000)
Charges for Services	\$43,510	\$47,000	\$47,000	\$52,000	\$5,000
Interdepartmental	\$7,308	\$8,305	\$8,305	\$8,800	\$495
Other Revenue	\$462	\$4,000	\$2,100	\$2,000	(\$2,000)
<b>Total Revenues:</b>	<b>\$171,037</b>	<b>\$162,305</b>	<b>\$159,405</b>	<b>\$152,800</b>	<b>(\$9,505)</b>
<b>Tax Levy</b>	<b>\$112,120</b>	<b>\$146,275</b>	<b>\$144,704</b>	<b>\$135,320</b>	<b>(\$10,955)</b>



## Program Highlights

Personnel costs increases are due to continue existing staff levels.

Operating expenses are reduced mainly due to eliminating \$12,000 of storm water database funding (project completed in 2003) and reduction of \$5,000 for storm water grants to Waukesha County Drainage Board for preparation of flood study within Pebble Creek. Interdepartmental charges are reduced \$2,800 mainly due to a reduction in computer replacement charges.

General governmental revenues include a \$1,000 reduction in state DATCP land conservation staffing grant and elimination of the \$12,000 DNR storm water grant. Charges for services increase \$5,000 for storm water permits based on current trends and proposed fee increases.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Bud Chg
Number of educational presentations/events	17	25	20	25	0
Number of erosion control/ stormwater permits	91	70	75	75	5
Number of inspections conducted	373	300	375	350	50
Number of technical referrals	46	50	30	30	(20)
Tons of sediment reduced from construction sites	4,277	3,290	3,525	3,525	235

## Planning

**Program Description**

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include a lakes classification system development, land use planning and zoning assistance to public and communities, implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, conduct site plan reviews and other land use guidance to the public and other municipalities.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>8.03</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>	<b>0.00</b>
Personnel Costs	\$457,264	\$524,450	\$510,508	\$540,773	\$16,323
Operating Expenses	\$49,267	\$31,180	\$33,675	\$22,500	(\$8,680)
Interdept. Charges	\$40,937	\$41,930	\$51,255	\$52,346	\$10,416
<b>Total Expenditures:</b>	<b>\$547,468</b>	<b>\$597,560</b>	<b>\$595,438</b>	<b>\$615,619</b>	<b>\$18,059</b>
Charges for Services	\$50,890	\$45,000	\$45,000	\$50,000	\$5,000
Interdepartmental	\$45	\$500	\$500	\$500	\$0
Other Revenue	\$20,001	\$22,000	\$22,000	\$22,000	\$0
<b>Total Revenues:</b>	<b>\$70,936</b>	<b>\$67,500</b>	<b>\$67,500</b>	<b>\$72,500</b>	<b>\$5,000</b>
<b>Tax Levy</b>	<b>\$476,532</b>	<b>\$530,060</b>	<b>\$527,938</b>	<b>\$543,119</b>	<b>\$13,059</b>

**Program Highlights**

Personnel costs reflect cost to continue current staffing level.

Operating expenses include a reduction of \$8,000 due to the elimination of printing costs associated with production of a new county atlas. The county atlas is updated on a periodic basis and funding will not be required for several years. Interdepartmental charges have increased mainly due to an additional \$9,000 being budgeted for postage. The postage increase is needed to more accurately reflect actual level of spending.

Planning assistance to community revenues are increased \$5,000 to offset staff salary increases and due to additional services being provided to communities.



<b>Activity</b>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of mtgs w/town plan commissions under contract	-	-	50	50	N/A
# of towns under contract for planning services	4	4	4	4	0

## Code Enforcement/Zoning

## Program Description

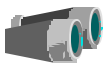
Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.



## Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Zoning Permits-Avg. days to Process	2.0	2.0	2.0	2.0	-
% of staff reports generated at least 6 days prior to commission review	95%	95%	95%	95%	-
<b>Staffing (FTE)</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	<b>0.00</b>

Personnel Costs	\$285,360	\$283,912	\$275,197	\$292,284	\$8,372
Operating Expenses	\$126	\$15,920	\$14,975	\$15,525	(\$395)
Interdept. Charges	\$13,905	\$25,537	\$23,167	\$23,880	(\$1,657)
<b>Total Expenditures:</b>	<b>\$299,391</b>	<b>\$325,369</b>	<b>\$313,339</b>	<b>\$331,689</b>	<b>\$6,320</b>
Fines/Licenses	\$109,273	\$134,500	\$135,000	\$138,000	\$3,500
Charges for Services	\$24,240	\$41,250	\$41,000	\$43,000	\$1,750
Interdepartmental	\$0	\$1,000	\$1,000	\$1,000	\$0
Other Revenue	\$0	\$6,000	\$6,000	\$6,000	\$0
<b>Total Revenues:</b>	<b>\$133,513</b>	<b>\$182,750</b>	<b>\$183,000</b>	<b>\$188,000</b>	<b>\$5,250</b>
<b>Tax Levy</b>	<b>\$165,878</b>	<b>\$142,619</b>	<b>\$130,339</b>	<b>\$143,689</b>	<b>\$1,070</b>



## Program Highlights

Personnel costs reflect cost to continue current staffing level. Interdepartmental charges are reduced approximately \$1,700 mainly due a reduction in telephone and printing services usage.

Zoning permit revenues increase \$3,500 or 2.6%.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Zoning Permits	1,106	925	800	775	(150)
No. of Board of Adj.	140	140	140	130	(10)
No. of CSM reviewed	25	25	20	25	0
No. of Subdiv. Plat Recorded	32	40	35	35	(5)

## Environmental Health

## Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water (SDWA) grant, Wisconsin Fund grant, Radon grant and the Private Sewage System maintenance program.



## Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Mandatory Maintenance responses to 1 <sup>st</sup> mailing	85	90	90	90	-
% Well construction compliance follow up	75	75	75	80	5
<b>Staffing (FTE)</b>	<b>5.20</b>	<b>5.30</b>	<b>5.30</b>	<b>5.69</b>	<b>0.39</b>

Personnel Costs	\$307,640	\$330,231	\$336,759	\$356,418	\$26,187
Operating Expenses	\$57,476	\$49,850	\$56,000	\$97,250	\$47,400
Interdept. Charges	\$39,105	\$32,864	\$33,549	\$37,236	\$4,372
<b>Total Expenditures:</b>	<b>\$404,221</b>	<b>\$412,945</b>	<b>\$426,308</b>	<b>\$490,904</b>	<b>\$77,959</b>
General Government	\$54,784	\$45,000	\$45,000	\$40,000	(\$5,000)
Charges for Services	\$40,364	\$38,900	\$38,900	\$39,900	\$1,000
<b>Total Revenues:</b>	<b>\$95,148</b>	<b>\$83,900</b>	<b>\$83,900</b>	<b>\$79,900</b>	<b>(\$4,000)</b>
<b>Tax Levy</b>	<b>\$309,073</b>	<b>\$329,045</b>	<b>\$342,408</b>	<b>\$411,004</b>	<b>\$81,959</b>

## Program Highlights



Personnel cost include cost to continue existing staff and a 0.39 FTE increase in extra help. The increase in extra help funding provides an additional summer intern.

Operating costs increase \$47,400 mainly due to the inclusion of \$51,000 of first year funding of a SEWRPC regional ground water study, which is to be conducted over a four-year period. The study forwards the objectives outlined in County Board adopted resolution 156-21. Plan objectives include the identification of groundwater recharge areas, the development of a strategy for coordination of municipal water supplies and the recognition of the constraints of using Lake Michigan Water. The Plan's findings will be an important component in County land use planning and eventual update of the Waukesha County Development Plan. The increased operating expenses are somewhat offset by a \$5,000 reduction in Wisconsin Fund (septic system replacement) Grant.

The division has streamlined the entry of information beginning with the request for service by the customer, provide pre-printed addressed forms for staff follow-up which increases accuracy of form letter reporting system that will eventually be merged with electronic filing. The division is also completing the consolidation of the Radon Grant, Wisconsin Fund grant and Safe Drinking Water Act (SDWA) within the Groundwater Coordinator position responsibilities.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Wi Fund Grant (Septic Replacements)	7	11	11	7	(4)
# of on-site septic systems in under Mandatory Maint.	16,400	17,450	17,450	18,280	830



## Humane Animal

**Program Description**

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigation.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Percent of quarantines done within 10 days	100	100	100	100	-
<b>Staffing (FTE)</b>	<b>1.78</b>	<b>1.70</b>	<b>1.70</b>	<b>2.33</b>	<b>0.63</b>

Personnel Costs	\$78,049	\$76,823	\$75,340	\$123,670	\$46,847
Operating Expenses	\$11,216	\$16,200	\$17,800	\$18,300	\$2,100
Interdept. Charges	\$3,819	\$6,702	\$6,233	\$10,370	\$3,668
<b>Total Expenditures:</b>	<b>\$93,084</b>	<b>\$99,725</b>	<b>\$99,373</b>	<b>\$152,340</b>	<b>\$52,615</b>
Fines/Licenses	\$19,095	\$24,500	\$22,000	\$66,300	\$41,800
Other Revenue	\$27	\$200	\$0	\$0	(\$200)
<b>Total Revenues:</b>	<b>\$19,122</b>	<b>\$24,700</b>	<b>\$22,000</b>	<b>\$66,300</b>	<b>\$41,600</b>
<b>Tax Levy</b>	<b>\$73,962</b>	<b>\$75,025</b>	<b>\$77,373</b>	<b>\$86,040</b>	<b>\$11,015</b>

**Program Highlights**

The budget provides for the appointment of two full-time county Humane officers effective January 1, 2004. The Officers will professionally and uniformly enforce the county's local rabies control program, educate, investigate, and enforce animal laws contained in statute chapters 173 Animals; Humane Officers; 174, Dogs; and 951, Crimes Against Animals. An existing Humane Animal Specialist position is abolished and recreated as a Humane Officer and an additional Humane Officer position is created at a cost of \$54,175. The new position costs are partially offset by a seasonal help reduction of approximately \$12,400. The remainder of the new position costs are offset by an increase in dog licensing fees.

Operating cost increase due to mileage reimbursement. Interdepartmental charges increase \$3,668 due to telephone costs \$2,300, printing charges \$800 and a Computer End User Technology Fund \$660.

The dog license surcharge is increased \$2, from \$1 to \$3 per license, beginning with the issuance of the 2004 licenses. The increased fee funds the expanded enforcement program costs.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Educational Presentations on rabies control and animal neglect/abuse	12	20	10	20	-
Rabies Control Activities	1,187	1,000	1,150	1,200	200
Humane Investigations	821	700	1,100	1,300	600

## Hazardous Material

## Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable federal, state and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.



## Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% Env assessment done within 20 days of request	88%	95%	100%	95%	-

<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
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Personnel Costs	\$85,277	\$90,072	\$89,791	\$94,633	\$4,561
Operating Expenses	\$33,658	\$67,100	\$67,721	\$68,100	\$1,000
Interdept. Charges	\$3,807	\$3,422	\$3,772	\$4,085	\$663
<b>Total Expenditures:</b>	<b>\$122,742</b>	<b>\$160,594</b>	<b>\$161,284</b>	<b>\$166,818</b>	<b>\$6,224</b>
Other Revenue	\$0	\$40,000	\$40,000	\$40,000	\$0
<b>Total Revenues:</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$122,742</b>	<b>\$120,594</b>	<b>\$121,284</b>	<b>\$126,818</b>	<b>\$6,224</b>



## Program Highlights

Personnel costs reflect cost to continue current staff levels.

An ongoing storage tank compliance issue will be addressed in 2003/2004. Federal Oil Pollution regulations apply to facilities that have aboveground oil storage capacity above certain limits and could reasonably be expected to discharge oil into or upon navigable waters. Waukesha County has seven tank sites that fall under these regulations. The county will implement the previously prepared site specific Spill Prevention Control and Countermeasure Plans (SPCC) which address operating procedures to prevent an oil spill, control measures to prevent a spill from entering navigable waters, and counter measures to contain, cleanup, and mitigate the effects of any oil spill that affects navigable waters. These costs were communicated to the affected departments in advance of 2004 budget planning.



## Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Env. Assessment Performed</b>					
In REM (foreclosure) Prop Reviewed	32	35	31	35	-
# of Ongoing Haz. Waste Stream	2	2	0	0	(2)
# Of Haz. Waste Streams Recycled	2	2	2	2	-

**Number of Petroleum Storage Tanks**

Monit. For Compliance. Above Ground	45	47	47	45	(2)
Monit. For Compliance. Under Ground	8	9	7	7	(2)

## Laboratory

**Program Description**

Process water and/or sewage samples collected from private wells, lakes, streams, beaches, and private residential & commercial properties for bacteriological contamination and/or chemical analysis. The environmental health laboratory is a support function to the Environmental Health Division staff and other Waukesha County Departments.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% Water/sewage samples tested within specified time	100%	100%	100%	100%	-
% of unsafe results reported to owners within 24 hrs	99%	99%	99%	99%	-
<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

Personnel Costs	\$41,900	\$44,576	\$44,775	\$46,590	\$2,014
Operating Expenses	\$13,823	\$27,950	\$29,000	\$23,700	(\$4,250)
Interdept. Charges	\$600	\$2,599	\$2,609	\$2,707	\$108
<b>Total Expenditures:</b>	<b>\$56,323</b>	<b>\$75,125</b>	<b>\$76,384</b>	<b>\$72,997</b>	<b>(\$2,128)</b>
<b>Total Revenues:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$56,323</b>	<b>\$75,125</b>	<b>\$76,384</b>	<b>\$72,997</b>	<b>(\$2,128)</b>

**Program Highlights**

Personnel cost reflect cost to continue current staffing level. Lab supplies are being reduced \$5,000 to reflect actual level of expenditures.

The Environmental Health Specialist has developed additional skills to conduct analysis of waste water samples. This will compliment the division's private sewage system maintenance program. The program also assisted in the review of Waukesha County's beach sampling program. This resulted in a higher level of service to the Parks Division and greater protection to users of Waukesha County beaches.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Water Samples Performed	2,240	3,000	3,000	3,000	-

## Licensing

## Program Description

Provide licensing, inspection, education and plan review of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.



## Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% follow-up of confirmed food borne illness within 24 hrs	100	100	100	100	-
% pre-licensing inspections performed within 3 days	100	100	100	100	-
<b>Staffing (FTE)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

Personnel Costs	\$354,682	\$388,828	\$385,747	\$405,649	\$16,821
Operating Expenses	\$16,622	\$19,300	\$18,700	\$19,450	\$150
Interdept. Charges	\$10,268	\$19,723	\$20,623	\$23,843	\$4,120
<b>Total Expenditures:</b>	<b>\$381,572</b>	<b>\$427,851</b>	<b>\$425,070</b>	<b>\$448,942</b>	<b>\$21,091</b>
Fines/Licenses	\$457,458	\$441,000	\$441,000	\$464,500	\$23,500
Interdepartmental	\$3,195	\$2,900	\$2,900	\$3,000	\$100
Other Revenue	\$0	\$500	\$500	\$500	\$0
<b>Total Revenues:</b>	<b>\$460,653</b>	<b>\$444,400</b>	<b>\$444,400</b>	<b>\$468,000</b>	<b>\$23,600</b>
<b>Tax Levy</b>	<b>(\$79,081)</b>	<b>(\$16,549)</b>	<b>(\$19,330)</b>	<b>(\$19,058)</b>	<b>(\$2,509)</b>

## Program Highlights

Personnel costs reflect cost to continue current staffing level. Interdepartmental charges have increased due to \$1,700 increase in communication charges and a \$3,000 increase in Computer End User Technology Fund charges.

License fee revenues increase \$23,500, and include increases of \$10,000 in Restaurant License program, \$10,000 in Retail Food License program and \$3,000 for swimming pool license program. License fees for retail food and restaurant program have been increased 3.8% and 3.7%, respectively.

Farmer's markets are increasing in number in Waukesha County. Most farmers markets operate one or two days each week and many people sell raw agricultural products that do not require licensing. People selling eggs, cheese curd, sliced melons, or farm-raised chickens, etc., must be inspected and licensed. The Environmental Health Division has defined three new categories of retail food licensing to appropriately address licensable activities at farmers markets, as follows:

Description	Fee
Sells potentially hazardous foods; does not engage in food processing	\$30
Food sales less than \$25,000; sells potentially hazardous food and/or is engaged in food proce.	\$40
Food sales more than \$25,000; and engaged in food processing	\$60



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of Restaurant Inspections	2,041	2,600	2,100	2,100	(500)
# of Retail Food Inspections	753	810	750	750	(60)
# of Lodging Inspections	73	70	72	72	2
# of Recreation/Educational Camps Inspections	278	350	290	300	(50)

The new Wisconsin food code protocol for food establishment inspections requires a significantly longer amount of time to do a complete inspection. Also, staff is spending more time educating operators regarding the new WI Food Code. Also, food security issues and staff standardization require additional time, therefore the Department is realizing a reduction in the number of inspections.

## Septic/Well Programs

## Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with NR 812 and/or Comm 83 Wisconsin Administrative Code requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.



## Performance Measures

% of same day inspection of private sewage system installation if notified before 9:30 am

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of same day inspection of private sewage system installation if notified before 9:30 am	100	100	100	100	-
<b>Staffing (FTE)</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

Personnel Costs	\$494,525	\$547,417	\$545,392	\$572,402	\$24,985
Operating Expenses	\$30,155	\$41,350	\$41,150	\$42,250	\$900
Interdept. Charges	\$6,518	\$21,190	\$22,210	\$25,476	\$4,286
<b>Total Expenditures:</b>	<b>\$531,198</b>	<b>\$609,957</b>	<b>\$608,752</b>	<b>\$640,128</b>	<b>\$30,171</b>
Fines/Licenses	\$352,765	\$335,000	\$335,000	\$340,000	\$5,000
Charges for Services	\$119,639	\$123,500	\$125,000	\$130,000	\$6,500
<b>Total Revenues:</b>	<b>\$472,404</b>	<b>\$458,500</b>	<b>\$460,000</b>	<b>\$470,000</b>	<b>\$11,500</b>
<b>Tax Levy</b>	<b>\$58,794</b>	<b>\$151,457</b>	<b>\$148,752</b>	<b>\$170,128</b>	<b>\$18,671</b>



## Program Highlights

Personnel cost reflect cost to continue current staffing level. Interdepartmental charges increase mainly due to a \$2,600 increase for the End User Technology Fund and a \$2,000 increase in telephone charges.

Water sample revenues are reduced \$3,500 mainly due to a reduction in the program's volume of activity. Septic permit fee revenues increase \$5,000 and include a 3.7% weighted average increase in fees. Preliminary Site Assessment revenues have been increased \$10,000 mainly due to increases in fee categories. Preliminary Site Assessment fees include a \$5 increase for category 1 and 2 assessments.

Several division procedures have been revised to provide better customer service. Maintenance notices are now printed and mailed by division staff, which allows staff to modify information requested on maintenance cards. Mound soil tests are required to be field verified and reviewed by a division review team and all private sewage complaints on existing properties are documented in a database. The division has also developed and informed certified soil testers of Waukesha County's winter soil testing guidelines.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of PSE's	1,408	1,255	1,250	1,300	45

Number of Septic Permits Issued

Conventional	436	400	400	400	-
Mound	339	340	330	340	-
Holding Tank	31	35	20	25	(10)
At Grade	13	5	10	10	5
Pressure Distribution	7	5	10	10	5

## Parks Programs

## Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the county, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Park revenues as % of oper. costs (benchmark 30%)* *excludes Fox River Park	38.7%	33.9%	34.5%	34.1%	.2%

<b>Staffing (FTE)</b>	<b>60.70</b>	<b>61.90</b>	<b>61.90</b>	<b>62.93</b>	<b>1.03</b>
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Personnel Costs	\$2,212,129	\$2,396,362	\$2,388,239	\$2,545,756	\$149,394
Operating Expenses (a)	\$692,013	\$629,733	\$698,683	\$669,525	\$39,792
Interdept. Charges	\$446,014	\$520,834	\$510,259	\$539,921	\$19,087
Fixed Assets	\$95,557	\$110,850	\$185,240	\$133,500	\$22,650
<b>Total Expenditures:</b>	<b>\$3,445,713</b>	<b>\$3,657,779</b>	<b>\$3,782,421</b>	<b>\$3,888,702</b>	<b>\$230,923</b>
General Government	\$44,928	\$27,475	\$27,475	\$27,500	\$25
Fine/Licenses	\$13,432	\$10,000	\$12,000	\$12,000	\$2,000
Charges for Services	\$801,609	\$753,000	\$763,000	\$794,000	\$41,000
Interdepartmental	\$119,690	\$132,200	\$132,200	\$141,000	\$8,800
Other Revenue	\$38,457	\$14,000	\$16,500	\$54,000	\$40,000
<b>Total Revenues:</b>	<b>\$1,018,116</b>	<b>\$936,675</b>	<b>\$951,175</b>	<b>\$1,028,500</b>	<b>\$91,825</b>
<b>Tax Levy</b>	<b>\$2,427,597</b>	<b>\$2,721,104</b>	<b>\$2,831,246</b>	<b>\$2,860,202</b>	<b>\$139,098</b>

(a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority carried over from 2002 and changes approved by ordinance.



## Program Highlights

Personnel costs increase \$149,394 reflecting the cost to continue existing staff levels of \$80,600, the transfer of 0.50 FTE Parks Program Specialist from the Recreation program of \$36,300, a 0.55 FTE increase in seasonal help and a 3.0% seasonal salary increase of \$32,400. The increase in seasonal FTE represents an increase of 1.26 FTE for Life Guards and a reduction of 0.71 FTE mainly for Park Attendant seasonal hours. Seasonal help adjustments have been made based on last 2 years of actual usage experience. The Park Program Specialist will be responsible for conducting new and existing recreation programs and special events and for the development of an expanded park system volunteer program. Personnel costs include health insurance increases of just over \$26,700 reflecting medical cost increases and health care inflation.

Operating expenses increase \$39,792. Operating expenses include increases in the following areas; \$4,000 for printing, \$14,900 related to contracted out sourcing garbage collection in the parks, \$14,500 for utility charges reflecting higher rates, \$5,800 in concession merchandise for resale increase mainly due to higher volume of activity and \$48,680 related to the implementation of the three year maintenance plan. These increases are partially offset with reductions to small tool, supply and equipment purchases of \$32,000 mainly associated with Fox River startup costs in 2003 and a \$10,000 reduction in promotional activity expenses.

## Parks Programs (cont.)

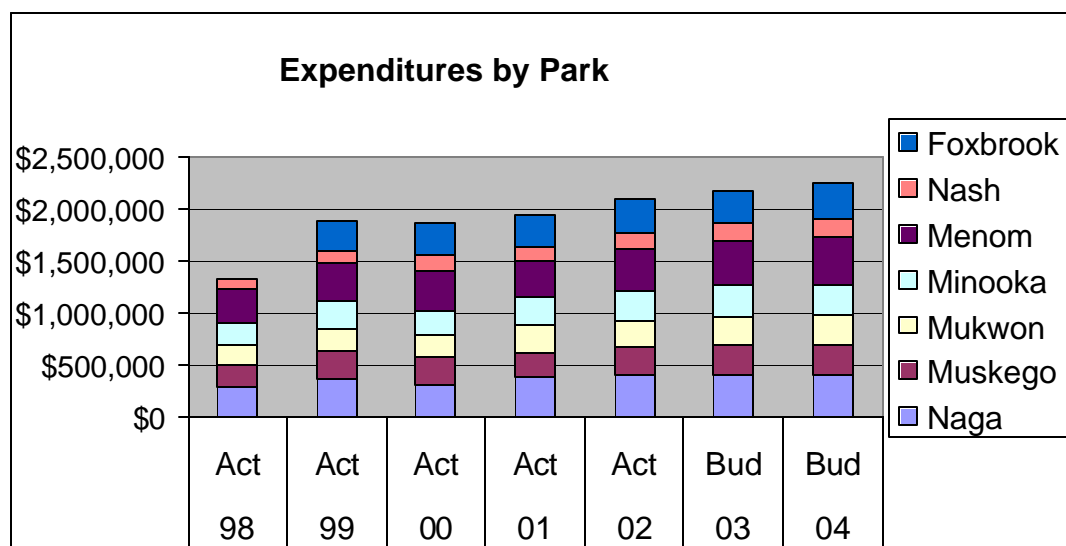
Interdepartmental charges are budgeted at \$539,921, an increase of \$19,087. These increases include; \$4,000 in central fleet charges, \$5,000 in End User Technology charges, \$7,100 related to increased radio inventory and related communications charges and \$3,700 in vehicle replacement charges.

Fixed Assets increase \$22,650 reflecting changes to the three-year maintenance plan and the inclusion of \$50,000 for the extension of the Bugline Trail through the Village of Merton as part of a cost share with the developer of a residential subdivision.

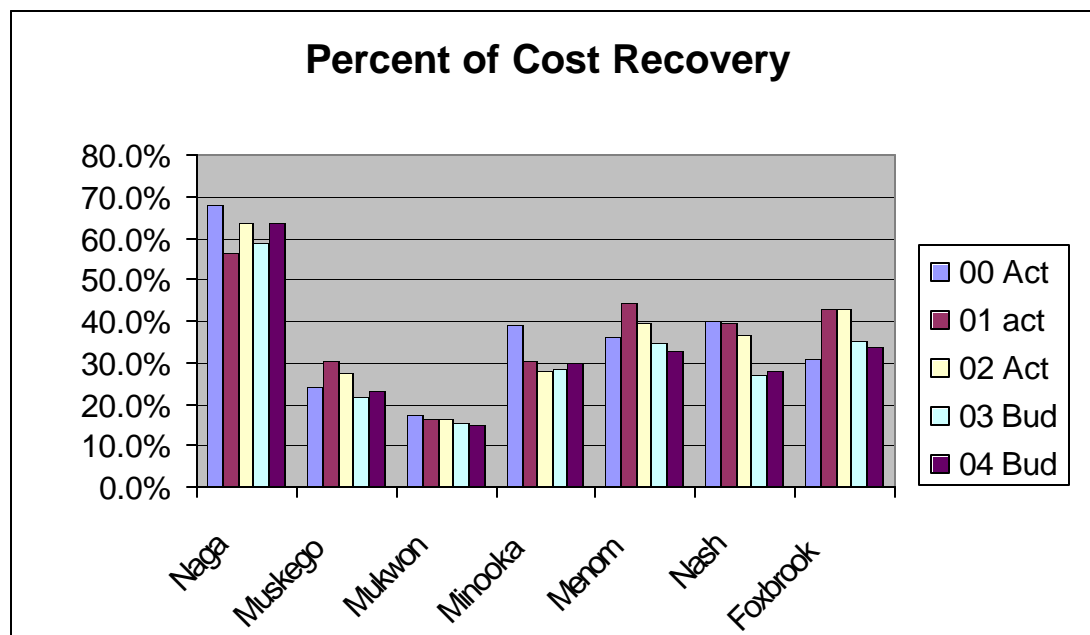
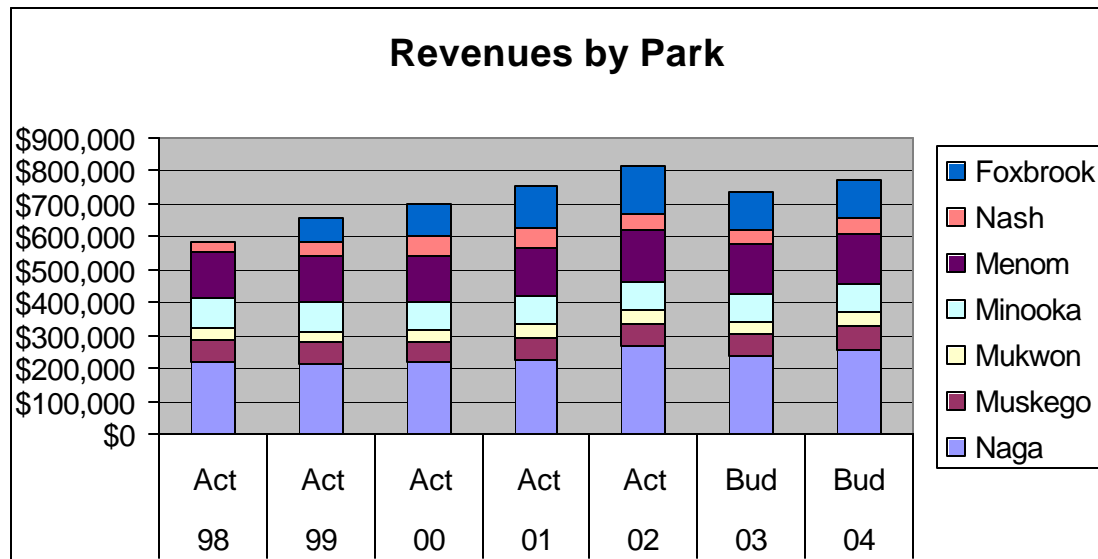
Overall revenues increase \$91,825. Charges for Services increase \$41,000 or 5.4%. This increase is due to the opening of Fox River, higher than budgeted activity at Fox Brook and Nashotah parks and a 2.4% weighted average increase in park system fees. Fees have increased slightly for reserved picnic areas, camping, boat launch and lodge rental. Interdepartmental revenues include administrative service charges to enterprise funds. Administrative service charges are provided at same level as 2003. Increased revenue of \$8,800 is due to salary and benefit increases for existing staff. Fund balance appropriation increase \$50,000 due to funding extension of Bugline Trail, which is partially offset by a \$10,000 decrease due to elimination of funding for one-time purchases related to the start-up of Fox River Park.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Daily Entrance Stickers	76,234	70,880	74,000	74,500	3,620
Annual Stickers	5,839	6,050	6,100	6,050	0
Family Camping	5,491	5,500	5,800	5,750	250
Group Camping	1,401	1,300	1,200	1,150	(150)
Reserved Picnics/Pavilion/Lodge	1,237	1,025	1,100	1,125	100
Annual Boat Launch Stickers	454	515	500	515	0
Daily Boat Launch	15,783	19,250	19,000	19,250	0



## Parks Programs (cont.)



The following analysis excludes all impacts from Fox River Park. In 2004, budgeted Parks expenditures increase just Over \$104,000 or 4.8%. Park revenues increase by \$36,000 or almost 4.9%. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. In 2004, the parks are budgeted to recover just over 34% of costs, an increase of .2% from 2003.



# Land Information System Fund

# Parks & Land Use

# Fund Purpose/ Summary

## Fund Purpose

The Waukesha County Land Information System is a special revenue fund created to establish a county-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment. The Land Information System, when fully deployed will be available for use by citizens, businesses and units of government.

## Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
<b>Land Information System Fund</b>						
Personnel Costs	\$155,318	\$247,292	\$240,394	\$248,173	\$881	0.4%
Operating Expenses	\$216,978	\$189,370	\$334,205	\$264,915	\$75,545	39.9%
Interdept. Charges	\$5,659	\$37,050	\$36,966	\$40,670	\$3,620	9.8%
Fixed Assets	\$32,921	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$410,876</b>	<b>\$473,712</b>	<b>\$611,565</b>	<b>\$553,758</b>	<b>\$80,046</b>	16.9%
General Government	\$0	\$73,500	\$217,500	\$40,554	(\$32,946)	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$819,574	\$399,867	\$800,000	\$513,204	\$113,337	28.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,500	\$345	\$0	\$0	(\$345)	N/A
<b>Total Revenues</b>	<b>\$825,074</b>	<b>\$473,712</b>	<b>\$1,017,500</b>	<b>\$553,758</b>	<b>\$80,046</b>	16.9%
<b>Tax Levy (b)</b>	<b>(\$414,198)</b>	<b>\$0</b>	<b>(\$405,935)</b>	<b>\$0</b>	<b>\$0</b>	N/A

(a) The 2003 estimate exceeds 2003 adopted budget to include additional expenditure authority made available through land information grant and approved by the County Board.

## Position Summary (FTE)

Regular Positions	2.00	3.00	3.00	3.00	0.00
Extra Help	0.00	1.14	1.14	0.48	(0.66)
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>4.14</b>	<b>4.14</b>	<b>3.48</b>	<b>(0.66)</b>

**Departmental Objectives**

1. Complete and establish update methodology for street centerline file with address ranges needed to support shared dispatch system. (1<sup>st</sup> Quarter) (Land Information Plan, Foundational Element 11, Key feature 1).
2. Complete rehosting of existing data layers in the GeoDatabase format with links to Register of Deeds indexing and imaging system. (4<sup>th</sup> quarter) (Land information Plan, Foundational Element 4, Key Feature 1 and 2, Land information Plan, Foundational Element 14, Key Feature 1).
3. Enhance existing GIS mapping intranet and Internet site to include additional information in a more user friendly, user specific manner. (4<sup>th</sup> quarter)(Land information Plan, Foundational Element 1, Key Feature 4, Land information Plan, Foundational Element 5, Key Feature 1)

**Major Departmental Strategic Achievements from 7/01/02 to 6/30/03**

1. Established update process for site address database involving municipal input.
2. Rehosted Public Land Survey System in the new GeoDatabase system. Designed GeoDatabase system for parcel framework and tax parcels that contains links to Register of Deeds imaged records.
3. Imaged all Plats of Survey and linked images to Register of Deeds imaged records.
4. Cooperated with the Cities of Muskego, New Berlin, and Waukesha to acquire new aerial photography.

## Land Information System

## Program Description

Responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, where by land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and /or a parcel identifier. To study, identify, and address issues attendant to data custody, control, and maintenance. Two dollars of each recorded document fee is collected and sent to the State monthly. This fee is used for statewide initiatives and also funds a statewide grant program administrated by the Wisconsin Land Information Board. Five dollars of each recorded document fee is retained by the County for the Land Information System as outlined in the County Board adopted plan titled " A Land Information Plan for Waukesha County; Volume 2, 1998-2003." The balance of the fee is included in the Register of Deeds Real Estate program.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.00</b>	<b>4.14</b>	<b>4.14</b>	<b>3.48</b>	<b>(0.66)</b>
Personnel Costs	\$155,318	\$247,292	\$240,394	\$248,173	\$881
Operating Expenses	\$216,978	\$189,370	\$334,205	\$264,915	\$75,545
Interdept. Charges	\$5,659	\$37,050	\$36,966	\$40,670	\$3,620
Fixed Assets	\$32,921	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$410,876</b>	<b>\$473,712</b>	<b>\$611,565</b>	<b>\$553,758</b>	<b>\$80,046</b>
General Government	\$0	\$73,500	\$217,500	\$40,554	(\$32,946)
Charges for Services	\$819,574	\$399,867	\$800,000	\$513,204	\$113,337
Other Revenue	\$5,500	\$345	\$0	\$0	(\$345)
<b>Total Revenues:</b>	<b>\$825,074</b>	<b>\$473,712</b>	<b>\$1,017,500</b>	<b>\$553,758</b>	<b>\$80,046</b>
<b>Tax Levy</b>	<b>(\$414,198)</b>	<b>\$0</b>	<b>(\$405,935)</b>	<b>\$0</b>	<b>\$0</b>



## Program Highlights

Personnel costs increase \$881 reflecting general wage and benefit increases, partially offset by a reduction of 0.66 FTE or \$14,735 relating to lower use of summer intern help due to the completion of a 2003 Wisconsin Land Information Board (WLIB) grant funded project to link and index image documents to the County tax file.

Operating expenses increase \$75,545 and reflect the continued support and maintenance of Land Information System (LIS) activities and datasets. WLIB grant funded contracted data conversion costs increase \$10,500 to reformat existing mapping elements to take advantage of new technology. Engineering services increase \$50,000 to complete a new set of floodplain maps for the County that will resolve existing differences between regional, State, and Federal delineations. Internet consulting services, to improve public access to land records, are budgeted at \$10,000. State law requires that \$1 out of every \$5 in local fees be used to improve public access.

Interdepartmental charges increase \$3,620 reflecting the removal of \$25,000 of non-recurring WLIB grant funded document imaging expenses being offset by an increase in various accounts including the recovery of County administrative indirect charges of \$26,000 with LIS fee revenue. Indirect cost charges are identified to recognize expenses not directly charged to the LIS fund. Those services include, but are not limited to, office space, utilities, and other related facilities costs, information systems, finance, payroll, purchasing, and Treasurer's Office (receipts and check issuance) expenses, etc.

General government WLIB grants decrease \$32,946 reflecting the WLIB grant allocation to the County. The WLIB grant is funded through a \$2 fee on recorded documents and is expected to be discontinued in 2005, as the State retains the \$2 fee to focus on statewide GIS initiatives. Charges for services increase \$113,337, matching the appropriated expenditure level.

**Fund Purpose**

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

**Financial Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
<b>Walter J. Tarmann</b>						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,404	\$50,000	\$155,000	\$5,000	(\$45,000)	-90.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$754,829	\$950,000	\$1,070,000	\$995,000	\$45,000	4.7%
<b>Total Expenditures:</b>	<b>\$758,233</b>	<b>\$1,000,000</b>	<b>\$1,225,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>0.0%</b>
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$871,648	\$1,000,000	\$1,590,000	\$1,000,000	\$0	0.0%
<b>Total Revenues:</b>	<b>\$871,648</b>	<b>\$1,000,000</b>	<b>\$1,590,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>(\$113,415)</b>	<b>\$0</b>	<b>(\$365,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

(a) Tarmann Fund 2002 actual revenue includes \$250,000 of General Fund and \$400,000 of Golf Course Fund appropriated fund balance. The 2003 budget and Estimate include \$250,000 of Golf Course Fund, \$150,000 of General Fund and \$150,000 of Material Recycling Facility appropriated fund balance. The 2004 budget includes \$100,000 Tarmann Fund Balance (prior year Parks' revenue) \$150,000 of Golf Course Fund, \$100,000 of General Fund and \$200,000 of Materials Recycling Facility Fund appropriated fund balance.

**Departmental Objectives**

1. Provide funding for the acquisition of lands identified in the Waukesha County Park and Open Space and Greenway Plans.
2. Seek donations, dedications, right of first refusals, easements, fee simple acquisition and bequeaths to implement the Waukesha County Park Open Space and Greenway Plans.

**Program Highlights**

The 2004 budget is funded through \$350,000 for grant reimbursements for land acquisition, \$200,000 of Materials Recycling Facility Fund, \$150,000 of Golf Course Fund, \$100,000 General Fund and \$100,000 of Tarmann Fund appropriated fund balances. Tarmann Fund balance appropriations reflect the estimated year transfer of General Fund Parks revenue in which is in excess of 30% of park operating expenses. These parks revenues are transferred to the Tarmann Fund pursuant to enrolled County ordinance 152-99. Interest income of \$100,000 is also budgeted reflecting prior year actual levels.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of parcels acquired	5	5	5	5	-
Number of acres acquired	211	300	200	300	-

**Golf Course Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

This budget is comprised of 3 separate golf courses (Moor Downs Golf Course, Naga-waukee Golf Course, and Wanaki Golf Course) that are financed in a manner similar to private business enterprises. The fund purpose is: To provide complete golfing facilities for the general public at an affordable rate while not requiring a tax subsidy; to generate adequate income to continue to provide improvements to existing facilities; to develop, maintain and operate the facilities consistent with the industry's standards; and to continue to provide new improvements to the facilities which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

**Financial Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
<b>Golf Course Fund</b>						
Personnel Costs	\$1,091,965	\$1,149,431	\$1,148,920	\$1,188,357	\$38,926	3.4%
Operating Expenses	\$1,101,989	\$1,050,515	\$1,019,010	\$1,083,587	\$33,072	3.1%
Interdept. Charges	\$853,050	\$920,101	\$898,494	\$943,321	\$23,220	2.5%
Fixed Assets Memo (a)	\$1,764	\$62,200	\$46,200	\$135,000	\$72,800	117.0%
<b>Total Expenditures: (a)</b>	<b>\$3,047,004</b>	<b>\$3,120,047</b>	<b>\$3,066,424</b>	<b>\$3,215,265</b>	<b>\$95,218</b>	<b>3.1%</b>
Charges for Services	\$3,055,406	\$3,485,000	\$3,320,000	\$3,454,000	(\$31,000)	-0.9%
Other Revenue	\$3,022	\$0	\$0	\$0	\$0	N/A
<b>Total Revenues:</b>	<b>\$3,058,491</b>	<b>\$3,485,000</b>	<b>\$3,320,000</b>	<b>\$3,454,000</b>	<b>(\$31,000)</b>	<b>-0.9%</b>
<b>Operating Inc./(Loss) (a)</b>	<b>\$11,487</b>	<b>\$364,953</b>	<b>\$253,576</b>	<b>\$238,735</b>	<b>(\$126,218)</b>	<b>-34.6%</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

**Position Summary (FTE)**

Regular Positions	9.58	9.58	9.58	9.58	0.00
Extra Help	25.18	23.59	23.59	23.54	(0.05)
Overtime	1.08	1.31	1.31	1.19	(0.12)
<b>Total</b>	<b>35.84</b>	<b>34.48</b>	<b>34.48</b>	<b>34.31</b>	<b>(0.17)</b>



### Departmental Objectives

1. Bid and begin to execute the Moor Downs Clubhouse renovation project. This will address ADA and building code issues, utility efficiencies, and the historic preservation of a unique building. (Goal 1.9)(4<sup>th</sup> Qtr 2004)
2. Utilize an extensive customer database to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs. (Goal 1.7)(2<sup>nd</sup> and 3<sup>rd</sup> Qtr 2004)
3. Golf courses retained earnings will continue to provide funding for Walter J. Tarmann fund parkland acquisition (\$150,000) .(Goal 2.5) (4<sup>th</sup> Qtr 2004)
4. Strategically promote the golf course via media ads, public relations, and packaged specials in order to maintain revenue levels. (Goal 1.7)(2<sup>nd</sup> / 3<sup>rd</sup> Qtr 2004)
5. Utilize the latest machinery and technologies that will provide for a well-maintained course and an enjoyable golfing experience at a reasonable price to the users. (Goal 1.9)(3<sup>rd</sup> Qtr. 2004)
6. Analyze and evaluate the potential for lease versus purchasing golf course equipment. (Goal 1.9)(1<sup>st</sup>/2<sup>nd</sup> Qtr 2004)



### Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. In keeping with the department's goal of increasing availability of services, an automated tee reservation system was implemented during the first quarter of 2003. The system has increased clubhouse staff efficiencies by linking the point-of-sale system to the reservation system and by providing public access to available tee times.
2. Expanded the First Tee program to county girl scouts.
3. Received the "Friend of High School Golf" award from the High School Golf Coaches Association. The County courses were selected out of 600 state courses.
4. The golf courses funded parkland acquisition (\$250,000) from the fund balance.
5. Strategically promoted the golf course via media ads, public relations, and packaged specials.
6. Leased golf cars which saved the county \$25,000.

### CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 03	Estimated Operating Impact	A=Annual T= One-Time
200012	Moor Downs GC 5 <sup>th</sup> hole Redevelopment	2004	\$109,900	0%	\$7,500	A
9912	Wanaki GC Cart Path System	2005	\$200,000	30%	\$1,500	A
200401	Moor Downs Club House	2005	\$348,500	0%	\$13,000	A

## Naga-waukee Golf Course

**Program Description**

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

**Performance Measures**

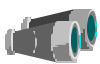
	Benchmark-1	'02Actual	'03Budget	'04Budget
Average Margin *	12.0%	26%	30.0%	30%
Net Operating Income *	\$167,000	\$420,054	\$556,000	\$612,899
Payroll % of total Expenses	49%	37%	39%	39%
Rounds Played	36,711	52,011	55,435	54,425

\* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>16.61</b>	<b>16.66</b>	<b>16.66</b>	<b>16.62</b>	<b>(0.04)</b>
Personnel Costs	\$515,050	\$550,503	\$549,965	\$566,715	\$16,212
Operating Expenses	\$558,232	\$526,212	\$517,276	\$529,727	\$3,515
Interdept. Charges	\$305,359	\$349,019	\$345,837	\$367,830	\$18,811
Fixed Assets (a)	\$0	\$57,200	\$41,200	\$107,000	\$49,800
<b>Total Expenditures: (a)</b>	<b>\$1,378,641</b>	<b>\$1,425,734</b>	<b>\$1,413,078</b>	<b>\$1,464,272</b>	<b>\$38,538</b>
Charges for Services	\$1,560,435	\$1,780,000	\$1,650,000	\$1,700,000	(\$80,000)
Other Revenue	(\$14)	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$1,560,421</b>	<b>\$1,780,000</b>	<b>\$1,650,000</b>	<b>\$1,700,000</b>	<b>(\$80,000)</b>
<b>Operating Inc./(Loss) (a)</b>	<b>\$181,780</b>	<b>\$354,266</b>	<b>\$236,922</b>	<b>\$235,728</b>	<b>(\$118,538)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

**Program Highlights**

Personnel cost to continue increase 3%. Budgeted health insurance premiums increase \$3,100 or 9%. Temporary extra help increases \$7,308 offset by a reduction in overtime of \$5,400 or 13%.

Operating expenses are anticipated to slightly increase mostly due to expected increases in utility charges, which increase \$20,300 or 57%. The increases are offset by reductions in depreciation of \$15,200 or 11% as the value of capitalized fixed assets decrease. Also, budgeted building maintenance expenses are reduced \$8,500 in related to a one-time charge for painting the clubhouse in 2003 which is not needed in 2004.

Interdepartmental charges will increase 5% mostly due to a \$17,000 or 22% increase in repair costs on equipment maintained by Central Fleet. Liability insurance premiums will also increase \$1,900 or 16%. The golf course will realize a \$3,000 savings in reduced printing charges due to the customer newsletter will be e-mailed rather than printed and mailed. There is also a reduction in end user technology charges of \$4,200 or 19.6%.

Budgeted revenue decrease as a result of budgeting less rounds of golf. Overall fees increase by a weighted average of 4% to 5% offset with the expected decrease in the budgeted number of rounds played.

## Nagawauke Golf Course (Cont.)

Fixed assets for 2004

Road and parking lot work \$27,000

Automatic Irrigation System Upgrade \$80,000

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Rounds (9 holes)	80,689	85,500	84,500	84,125	-1,375
Golf Car Rental	14,572	15,050	16,000	16,700	1,650
ID Cards paying	3,316	3,800	3,400	3,450	-350
9 Hole Play	23,333	25,375	25,500	24,725	-650
18 Hole Play	28,678	30,060	29,500	29,700	-360

**18 Hole Municipal Course**National Golf  
Foundation Median Region 42002 Data

Gross Revenue	\$1,100,000	\$1,640,002
Gross Revenue/Round	\$28	\$31.50
Rounds Played	36,711	52,011
Net Operating Income	\$167,000	\$420,054
# of Full Time Employees	6	4

Naga-Waukee Golf Course Revenue				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Green Fees	\$955,818	\$1,142,720	\$1,050,000	\$1,100,000
Carts	\$275,271	\$295,000	\$290,000	\$300,000
ID Cards	\$47,078	\$54,000	\$50,000	\$50,000
Food	\$140,933	\$142,750	\$142,000	\$140,000
Merchandise	\$85,978	\$76,000	\$80,000	\$75,000
Misc.	\$55,343	\$69,530	\$38,000	\$35,000
	\$1,560,421	\$1,780,000	\$1,650,000	\$1,700,000



## Wanaki Golf Course

**Program Description**

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

**Performance Measures**

	Benchmark-1	'02 Actual	'03 Budget	'04 Budget
Average Margin *	12.0%	5%	14%	15%
Net Operating Income *	\$167,000	\$53,160	\$196,000	\$205,878
Payroll % of total Expenses	49%	40%	41%	41%
Rounds Played	36,711	46,805	50,400	49,450

\* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>16.05</b>	<b>15.09</b>	<b>15.09</b>	<b>14.97</b>	<b>(0.12)</b>
Personnel Costs	\$485,146	\$508,719	\$508,503	\$525,889	\$17,170
Operating Expenses	\$450,163	\$431,773	\$407,916	\$455,355	\$23,582
Interdept. Charges	\$289,958	\$295,116	\$293,455	\$296,635	\$1,519
Fixed Assets (a)	\$1,764	\$5,000	\$5,000	\$28,000	\$23,000
<b>Total Expenditures: (a)</b>	<b>\$1,225,267</b>	<b>\$1,235,608</b>	<b>\$1,209,874</b>	<b>\$1,277,879</b>	<b>\$42,271</b>
Charges for Services	\$1,113,389	\$1,246,000	\$1,220,000	\$1,280,000	\$34,000
Interdepartmental	\$63	\$0	\$0	\$0	\$0
Other Revenue	(\$3,287)	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$1,110,165</b>	<b>\$1,246,000</b>	<b>\$1,220,000</b>	<b>\$1,280,000</b>	<b>\$34,000</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$115,102)</b>	<b>\$10,392</b>	<b>\$10,126</b>	<b>\$2,121</b>	<b>(\$8,271)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

**Program Highlights**

Overall, personnel cost to continue increase 3%. Health insurance premiums are projected to increase 10% or \$3,700.

Operating expenses are budgeted to increase 5%. Utility charges are budgeted to increase 68% or \$11,000. Depreciation will also increase \$7,800 or 7% due to new capital project costs coming completely on the asset books. Small equipment rental will increase by \$3,000 for golf car usage during outings and special events. Wanaki has a limited storage facility for golf cars and with the increase in special events additional cars will be needed.

Interdepartmental charges will remain constant in aggregate. There is an anticipated \$5,000 or 7% increase in repairs costs on equipment maintained by Central Fleet. The golf course will realize a savings in reduced printing charges now that the customer newsletter will be e-mailed rather than printed and mailed. This savings is \$1,500. There is a reduction in end user technology charges of \$6,400 or 34%

Revenues will increase by a weighted average of 4% to 5% with an expected stagnation in the number of rounds played.

## Wanaki Golf Course (Cont.)

Fixed assets for 2004

Road and Lot work \$18,000  
 1<sup>st</sup> Tee Renovation \$10,000

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Rounds (9 holes)	61,415	65,000	63,500	65,000	0
Golf Car Rental	7,986	8,345	8,000	8,750	405
ID Cards paid	2,426	3,100	2,500	2,600	-500
9 Hole Play	32,195	35,800	32,750	33,400	-2,400
18 Hole Play	14,610	14,600	15,375	15,800	1,200

	National Golf		
<b>18 Hole Municipal Course</b>	<u>Foundation Median Region 4</u>		<u>2002 Data</u>
Gross Revenue	\$1,110,000		\$1,166,783
Gross Revenue/Round	\$28		\$25
Rounds Played	36,711		46,805
Net Operating Income	\$167,000		\$53,160
# of Full Time Employees	6		4

Wanaki Golf Course Revenue				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Green Fees	\$684,730	\$859,000	\$799,000	\$839,000
Carts	\$115,696	\$122,000	\$125,000	\$140,000
ID Cards	\$39,303	\$43,750	\$40,000	\$40,000
Food	\$142,862	\$128,000	\$143,000	\$143,000
Merchandise	\$102,069	\$76,000	\$85,000	\$80,000
Misc.	\$25,505	\$17,250	\$28,000	\$38,000
	\$1,110,165	\$1,246,000	\$1,220,000	\$1,280,000

## Moor Downs Golf Course

## Program Description

Provides a well-maintained 9-hole golf course and support facilities without tax levy funds.



## Performance Measures

	Benchmark-1	'02 Actual	'03 Budget	'04 Budget
Average Margin *	12.0%	-2%	10%	10%
Net Operating Income *	\$167,000	\$-7,978	\$52,085	\$49,014
Payroll % of total Expenses	49%	NA	NA	NA
Rounds Played	36,711	26,244	29,825	29,280

\* - Before Sales Taxes, Debt Service, and Depreciation

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.18</b>	<b>2.73</b>	<b>2.73</b>	<b>2.72</b>	<b>(0.01)</b>
Personnel Costs	\$91,769	\$90,209	\$90,452	\$95,753	\$5,544
Operating Expenses	\$93,594	\$92,530	\$93,818	\$98,505	\$5,975
Interdept. Charges	\$257,733	\$275,966	\$259,202	\$278,856	\$2,890
Fixed Assets (a)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures: (a)</b>	<b>\$443,096</b>	<b>\$458,705</b>	<b>\$443,472</b>	<b>\$473,114</b>	<b>\$14,409</b>
Charges for Services	\$381,582	\$459,000	\$450,000	\$474,000	\$15,000
Other Revenue	\$6,323	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$387,905</b>	<b>\$459,000</b>	<b>\$450,000</b>	<b>\$474,000</b>	<b>\$15,000</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$55,191)</b>	<b>\$295</b>	<b>\$6,528</b>	<b>\$886</b>	<b>\$591</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.



## Program Highlights

Personnel cost increase primarily due to costs to continue.

Operating expenses are anticipated to increase 6%. Utility charges will increase \$2,100 or 36%. Small equipment charges will increase \$4,200 for two additional golf carts scheduled to be replaced in 2004. Depreciation will decrease \$2,600 or 10% due to the retirement of some assets.

Interdepartmental charges will remain constant in aggregate. There is an anticipated \$2,600 or 19% increase in repairs costs on equipment maintained by Central Fleet. The costs for gasoline fuel and grounds maintenance are expected to increase \$2,200 and \$2,000 respectively. Vehicle replacement charges will decrease \$4,300 or 18%.

Revenues will be increase by a weighted average of 4% to 5% with a slight decrease in the number of rounds played.

## Moor Downs Golf Course (Cont.)

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
9 Hole Rounds	26,590	29,825	28,750	29,705	-120
Golf Car Rental	3,593	4,225	3,700	3,855	-370
ID Cards paid	1,533	2,600	1,600	1,750	-850
9 Hole Play	25,898	29,455	28,000	28,855	-600
18 Hole Play	346	185	375	425	240

**18 Hole Municipal Course**

	National Golf Foundation Median Region 4		2002 Data
Gross Revenue	\$1,110,000		\$407,688
Gross Revenue/Round	\$28		\$15
Rounds Played	36,711		26,244
Net Operating Income	\$167,000		\$-7,978
# of Full Time Employees	6		1

Moor Downs Golf Course Revenue				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Green Fees	\$271,151	\$342,000	\$340,000	\$351,000
Carts	\$35,850	\$36,000	\$37,000	\$40,000
ID Cards	\$28,879	\$37,000	\$28,000	\$28,000
Food	\$28,075	\$30,000	\$29,000	\$30,000
Merchandise	\$8,714	\$10,000	\$9,000	\$10,000
Misc.	\$15,236	\$4,000	\$7,000	\$15,000
	\$387,905	\$459,000	\$450,000	\$474,000

**Ice Arenas Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

To provide quality ice skating facilities for the general public at an affordable rate while not requiring a tax subsidy for the cost of operation, maintenance and debt retirement for Eble Park and Naga-waukee Park Ice Arenas. To continue to improve the efficiency and quality of services so as to enhance the recreational experience for the user while maintaining a high level of usage at the facility.

**Financial Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Personnel Costs	\$395,033	\$421,882	\$421,499	\$446,376	\$24,494	5.8%
Operating Expenses	\$367,133	\$386,937	\$388,117	\$409,046	\$22,109	5.7%
Interdept. Charges	\$207,250	\$201,685	\$194,888	\$155,413	(\$46,272)	-22.9%
Fixed Assets Memo (a)	\$0	\$105,000	\$95,000	\$38,000	(\$67,000)	-63.8%
Interdept. Debt-Principal (a)(b)	\$95,626	\$98,448	\$98,448	\$101,416	\$2,968	3.0%
<b>Total Expenditures(a)(b)</b>	<b>\$969,416</b>	<b>\$1,010,504</b>	<b>\$1,004,504</b>	<b>\$1,010,835</b>	<b>\$331</b>	<b>0.0%</b>
Charges for Services	\$899,843	\$971,000	\$965,000	\$982,835	\$11,835	1.2%
Other Revenue (c)	\$33,866	\$39,504	\$39,504	\$28,000	(\$11,504)	0.0%
<b>Total Revenues:</b>	<b>\$933,709</b>	<b>\$1,010,504</b>	<b>\$1,004,504</b>	<b>\$1,010,835</b>	<b>\$331</b>	<b>0.0%</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$35,707)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) A General fund principal repayment for Eble Park Ice Arena and Naga-Waukee Ice Arena loan amounts are being repaid in accordance with the original repayment schedule over 25-year periods from Ice Arena revenues. Interest expense payments for the Ice Arenas will be delayed until the end of the current loan term at which time annual interest expense payments will be paid in the amount per year originally scheduled. Debt Service principal is not included in total expenditures and net operating income in order to conform with financial accounting standards.
- (c) Other revenues for 2003 include appropriated fund balance of \$3,504 which partially offset depreciation expense.

**Position Summary (FTE)**

Regular Positions	5.78	5.78	5.78	5.78	0.00
Extra Help	4.41	4.52	4.50	4.52	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>10.19</b>	<b>10.30</b>	<b>10.28</b>	<b>10.30</b>	<b>0.00</b>

**Departmental Objectives**

1. Develop a long- term business plan that identifies the critical risks, challenges, and future direction of the County ice arenas and the ice sport industry. (Goal 1.8 - 1<sup>st</sup> Qtr 2004)
2. Install a heat exchanger on the compressor lines at the Nagawaukee ice arena to heat the hot water tanks of the facility. This could potentially decrease the usage of natural gas. (Goal 1.9)(4<sup>th</sup> Qtr 2004)
3. Develop and offer public skating specials to attract new customers to the facilities. (Goal 1.8)(1<sup>st</sup> Qtr 2004)
4. Develop additional revenue sources to alleviate contract ice rate increases. (Goal 1.8)(3<sup>rd</sup> Qtr 2004)
5. Work closely with the local Boy Scout organizations in teaching learn to skate programs and hockey. (Goal 1.8 Task 2)(4<sup>th</sup> Qtr 2004)
6. Maintain ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates. (Goal 1.9)(4<sup>th</sup> Qtr 2004)
7. Evaluate the possibility of coordinating recreational hockey leagues at County Facilities utilizing County employees in order to maintain competitive user fee rates. (Goal 1.8 2<sup>nd</sup> Qtr 2004)

**Major Departmental Strategic Achievements from 7/01/02 to 6/30/03**

1. Maintained ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates.
  2. Installed a new dasher board system at Eble Ice arena. The new boards require less maintenance and are more flexible to reduce the chance of player injury during checking maneuvers.
  3. Hosted hockey camps for Chicago Blackhawks and Michigan Tech. This allowed an opportunity for youths to fine tune their skills.
  4. Developed additional revenue sources such as dasher board advertisement sales to reduce the need for contract ice rate increases.
-

## Naga-Waukee Ice Arena

**Program Description**

Provides a quality ice skating facility.

**Performance Measures**

	2002 Contract	Public Skaters	2002 Hourly Rate Range	2002 Revenue
Eble Ice Arena	1,696	14,095	\$162 - \$195	\$448,162
Naga-waukee Ice Arena	1,818	10,241	\$167- \$199	\$451,681
Wilson Park – Milwaukee	1,452	~6,000	\$170 - \$185	NA
Mullett Ice Center – Hartland	1,366	~3,000	\$155 - \$189	NA

~ - Approximate number

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.16</b>	<b>5.15</b>	<b>5.15</b>	<b>5.18</b>	<b>0.03</b>
Personnel Costs	\$207,521	\$221,881	\$222,140	\$234,609	\$12,728
Operating Expenses	\$185,624	\$209,235	\$207,360	\$217,534	\$8,299
Interdept. Charges	\$111,842	\$105,980	\$102,313	\$76,482	(\$29,498)
Fixed Assets Memo (a)	\$0	\$5,000	\$0	\$0	(\$5,000)
Interdept. Debt-Principal Memo (a)	\$54,262	\$57,084	\$57,084	\$60,052	\$2,968
<b>Total Expenditures: (a)</b>	<b>\$504,987</b>	<b>\$537,096</b>	<b>\$531,813</b>	<b>\$528,625</b>	<b>(\$8,471)</b>
Charges for Services	\$451,681	\$489,000	\$485,000	\$488,020	(\$980)
Other Revenue (b)	\$16,861	\$39,504	\$39,504	\$28,000	(\$11,504)
<b>Total Revenues:</b>	<b>\$468,542</b>	<b>\$528,504</b>	<b>\$524,504</b>	<b>\$516,020</b>	<b>(\$12,484)</b>
<b>Operating Inc./ (Loss) (a)</b>	<b>(\$36,445)</b>	<b>(\$8,592)</b>	<b>(\$7,309)</b>	<b>(\$12,605)</b>	<b>(\$4,013)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) Other revenues for 2003 include appropriated fund balance of \$3,504 used to partially offset depreciation expense.

**Program Highlights**

Personnel cost to continue increases \$12,700 primary due to cost to continue salaries and higher employee costs of benefits. Health and other insurance premium costs are projected to increase \$3,050 or about 12% from the 2003 budget.

Operating expenses are anticipated to increase 4% primarily due to higher utility charges. Utilities are expected to increase \$12,250 from the 2003 budget.

A heat exchanger will be installed on the compressor lines at the Naga-Waukee ice arena to heat the hot water tanks of the facility to potentially decrease the usage of natural gas.

Interdepartmental charges will decrease primary due to an interest expense payment of \$25,580 back to the general fund is being postponed until the end of the loan term. Beginning 2004, the interest expense payment will be delayed until 2021.

Revenues will increase by a weighted average of 3% to 4% with an expected plateau effect in user participation due to more competition from recent increases in availability of ice skating facilities.

## Naga-Waukee Ice Arena (Cont.)

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Contract Ice Hours	1,818	1,875	1,850	1,835	-40
Public Skating Attendance	10,241	10,800	10,500	10,400	-400
No. of Skate Rentals	5,500	4,900	5,000	5,300	400
Prime Hours Capacity	50%	52%	51%	51%	-1%
Non-Prime Hours Capacity	21%	21%	21%	21%	0%

Based upon a 34 week ice session. A 24 hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm – 10 pm and weekends 8 am – 10 pm. Non-Prime hours are weekdays 10 pm – 3 pm and weekends 10 pm – 8 am

Naga-waukee Ice Arena Revenue				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Public Skating	\$62,311	\$65,000	\$62,000	\$66,000
Contracted	\$324,715	\$355,000	\$354,000	\$379,100
Concession	\$53,253	\$54,000	\$54,000	\$54,000
Merch/Bds	\$11,402	\$15,000	\$15,000	\$14,500
Total	\$451,681	\$489,000	\$485,000	\$513,600

## Eble Ice Arena

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Contract Ice Hours	1,696	1,755	1,710	1,705	-50
Public Skating Attendance	14,095	12,500	13,000	13,250	750
No. of Skate Rentals	8,302	6,750	7,500	7,400	650
Prime Hours Capacity	48%	57%	50%	49%	-8%
Non-Prime Hours Capacity	19%	14%	18%	18%	4%

Eble Ice Arena Revenue				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Public Skating	\$75,819	\$81,000	\$81,000	\$83,000
Contracted	\$294,192	\$328,000	\$327,000	\$347,000
Concession	\$64,930	\$64,000	\$63,000	\$66,000
Merch/Bds	\$13,221	\$9,000	\$9,000	\$12,000
Total	\$448,162	\$482,000	\$480,000	\$508,000



## Eble Ice Arena

**Program Description**

Provides a quality ice skating facility.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.03</b>	<b>5.15</b>	<b>5.11</b>	<b>5.12</b>	<b>-0.03</b>
Personnel Costs	\$187,512	\$200,001	\$199,359	\$211,767	\$11,766
Operating Expenses	\$181,509	\$177,702	\$180,757	\$191,512	\$13,810
Interdept. Charges	\$95,408	\$95,705	\$92,575	\$78,931	(\$16,774)
Fixed Assets Memo (a)	\$0	\$100,000	\$95,000	\$38,000	(\$62,000)
Interdept. Debt -Principal Memo (a)	\$41,364	\$41,364	\$41,364	\$41,364	\$0
<b>Total Expenditures: (a)</b>	<b>\$464,429</b>	<b>\$473,408</b>	<b>\$472,691</b>	<b>\$482,210</b>	<b>\$8,802</b>
Charges for Services	\$448,162	\$482,000	\$480,000	\$494,815	\$12,815
Other Revenue	\$17,005	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$465,167</b>	<b>\$482,000</b>	<b>\$480,000</b>	<b>\$494,815</b>	<b>\$12,815</b>
<b>Operating Inc./(Loss) (a)</b>	<b>\$738</b>	<b>\$8,592</b>	<b>\$7,309</b>	<b>\$12,605</b>	<b>\$4,013</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fix assets request.

**Program Highlights**

Personnel cost to continue increases \$11,800. Health and other insurance premium costs are projected to increase \$1,341 from the 2003 budget.

Operating expenses are anticipated to increase primarily due to a \$13,650 or 22% increase in utility charges.

Interdepartmental charges will decrease mainly due to an Interdepartmental Debt Service interest expense payment of \$13,185 to the general fund, which is being postponed until the end of the loan term. Beginning 2004, the interest expense payments will be delayed until 2013.

Fixed Assets for 2004 include \$38,000 for parking lot and pavement work.

Revenues will increase by a weighted average of 3% to 4% with an expected plateau effect in user participation.

**Fund Purpose**

To provide facilities for public and private use for the purpose of holding activities and events for the recreation, education and entertainment of citizens, businesses and government groups of Waukesha County and the surrounding area. To continue to provide Waukesha County departments, 4-H clubs and certain governmental special events with Expo Center facilities which include the buildings, grounds and service equipment on a no charge basis. Additionally, the Expo Center serves as an economic development tool stimulating the use of Waukesha County businesses. To achieve this mission, it may be necessary for Waukesha County to provide funding or seek alternate methods of funding, adequate to maintain a professional level of operation of the facilities and to provide the facilities required by the general public.

**Financial Summary**

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Personnel Costs	\$323,217	\$347,995	\$344,084	\$365,026	\$17,031	4.9%
Operating Expenses	\$270,492	\$258,649	\$286,597	\$319,914	\$61,265	23.7%
Interdept. Charges	\$149,042	\$169,774	\$147,654	\$134,990	(\$34,784)	-20.5%
Fixed Assets Memo (a)	\$164,509	\$41,000	\$28,000	\$0	(\$41,000)	-100.0%
Interdept. Debt-Principal	\$0	\$16,000	\$16,000	\$16,000	\$0	0.0%
<b>Total Expenditures: (a)</b>	<b>\$742,751</b>	<b>\$776,418</b>	<b>\$778,335</b>	<b>\$819,930</b>	<b>\$43,512</b>	<b>5.6%</b>
Charges for Services	\$582,062	\$686,418	\$700,000	\$610,000	(\$76,418)	-11.1%
Other Revenue (b)	\$0	\$0	\$0	\$119,930	\$119,930	N/A
<b>Total Revenues:</b>	<b>\$582,062</b>	<b>\$686,418</b>	<b>\$700,000</b>	<b>\$729,930</b>	<b>\$43,512</b>	<b>6.3%</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$160,689)</b>	<b>(\$90,000)</b>	<b>(\$78,335)</b>	<b>(\$90,000)</b>	<b>\$0</b>	<b>0.0%</b>
<b>Tax Levy (c)</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>0.0%</b>

- (a) Total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and were included in the department's fixed asset request.
- (b) Other revenues for 2004 include appropriated Expo fund balance of \$119,930, which is available to fund depreciation expense and reduce the tax levy amount needed.
- (c) For the 2003 and 2004 budgets, \$60,000 and \$56,000, respectively, of tax levy support is used to fund the County's policy of free use of the Expo Center by departments, 4-H activities not charged for, and other non-charged events. The remaining tax levy support of \$30,000 in 2003 and \$34,000 in the 2004 budgets provides funding for potential user fee shortfalls.

**Position Summary (FTE)**

Regular Positions	4.14	4.14	4.14	4.14	0.00
Extra Help	5.12	4.33	4.33	4.65	0.32
Overtime	0.10	0.19	0.20	0.13	(0.06)
<b>Total</b>	<b>9.36</b>	<b>8.66</b>	<b>8.67</b>	<b>8.92</b>	<b>0.26</b>

**Departmental Objectives**

1. Implement the promotional marketing booklets for event generation. (Goal 1.7) (1<sup>st</sup> Qtr)
2. Assisted the local Chamber of Commerce, Convention and Visitors Bureau and businesses in attracting new events to the Waukesha County Exposition Center. This partnership will provide an additional economic impact for the community. (Goal 1.7 entire year)
3. Explore the potential of energy management systems with the Facility Management staff. (Goal 1.9 2<sup>nd</sup> Qtr)
4. Obtain assistance to develop an analysis of the Economic Impact within Waukesha County generated by events held at the Waukesha County Exposition Center. (Goal 1.7 1<sup>st</sup> Qtr)

**Major Departmental Strategic Achievements from 7/01/02 to 6/30/03**

1. Finalize the Exposition Center's Business Plan.
2. Assist event coordinators to plan and develop the Harley Davidson 100<sup>th</sup> anniversary reunion and Goodguys Hot Rod Association events.
3. Asbestos abatement was conducted in the two major furnace rooms of the Arena.
4. Completed the Arena renovation project that addressed ADA issues in the restroom facilities.

**ACTIVITY**

<b>Paid Events</b>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change '03 Bud vs 04 Bud
Arena	132	118	110	120	2
Forum	99	115	93	95	-20
Horse Complex	18	20	13	15	-5
Grounds	25	27	20	20	-7
<b>Total</b>	<b>274</b>	<b>280</b>	<b>236</b>	<b>250</b>	<b>-30</b>

<b>Free Events</b>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change '03 Bud vs 04 Bud
Arena	44	35	46	48	13
Forum	45	50	45	48	-2
Horse Complex	9	8	9	10	2
Grounds	10	10	12	15	5
<b>Total</b>	<b>108</b>	<b>103</b>	<b>112</b>	<b>121</b>	<b>18</b>

<b>Expo Center Revenue</b>				
	2002 Actuals	2003 Budget	2003 Estimate	2004 Budget
Arena	\$136,978	\$175,500	\$170,000	\$140,000
Forum	\$107,740	\$137,500	\$140,000	\$110,000
Barns	\$51,139	\$40,000	\$50,000	\$50,000
GRD	\$66,060	\$65,000	\$75,000	\$70,000
Service Equip	\$89,750	\$115,000	\$100,000	\$80,000
Food	\$107,957	\$130,000	\$120,000	\$120,000
Misc.	\$22,438	\$23,418	\$45,000	\$40,000
<b>Total</b>	<b>\$582,062</b>	<b>\$686,418</b>	<b>\$700,000</b>	<b>\$610,000</b>

**Program Description**

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Change
Avg. Revenue/Paid Event*	\$2,124	\$2,451	\$2,966	\$2,440	-\$11
Avg. Opportunity Cost/Free Evt **	\$523	\$582	\$575	\$525	-\$57

\*-The 2004 average revenue for paid events is expected to decrease from the 2003 Estimate that includes the 100<sup>th</sup> Harley Davidson Anniversary event that will not be repeated in 2004.

\*\* -The average opportunity cost of free events is expected to increase in 2003 due to an increase in requests but it is estimated to slightly decrease in 2004.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>9.36</b>	<b>8.66</b>	<b>8.67</b>	<b>8.92</b>	<b>0.26</b>
Personnel Costs	\$323,217	\$347,995	\$344,084	\$365,026	\$17,031
Operating Expenses	\$270,492	\$258,649	\$286,597	\$319,914	\$61,265
Interdept. Charges	\$149,042	\$169,774	\$147,654	\$134,990	(\$34,784)
Fixed Assets (Memo) (a)	\$164,509	\$41,000	\$28,000	\$0	(\$41,000)
Interdept. Debt-Principal	\$0	\$16,000	\$16,000	\$16,000	
<b>Total Expenditures: (a)</b>	<b>\$742,751</b>	<b>\$776,418</b>	<b>\$778,335</b>	<b>\$819,930</b>	<b>\$43,512</b>
Charges for Services	\$582,062	\$686,418	\$700,000	\$610,000	(\$76,418)
Other Revenue (b)	\$0	\$0	\$0	\$119,930	\$119,930
<b>Total Revenues:</b>	<b>\$582,062</b>	<b>\$686,418</b>	<b>\$700,000</b>	<b>\$729,930</b>	<b>\$43,512</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$160,689)</b>	<b>(\$90,000)</b>	<b>(\$78,335)</b>	<b>(\$90,000)</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>

- (a) Total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.
- (b) Other revenues for 2004 include appropriated Expo fund balance of \$119,930, which is available to fund depreciation expense and reduce the tax levy amount needed.

**Program Highlights**

Personnel cost to continue increases \$17,031 or 5.0%. Employee health and dental insurance premiums costs are projected to increase between 8% and 13%. Overtime expenses have been reduced and reallocated to increase the use of extra help that is more cost effective and buys more hour coverage.

Operating expenses are estimated to increase \$61,265 or 24% primarily due to utility charges. Utility costs are expected to increase \$26,000 or 26% from the 2003 budget. Depreciation expense is estimated to increase 21% or \$23,000 mainly due to the investments to renovate the Arena in 2003. The outsourcing of garbage collections results in an overall net savings of \$18,500.

Charges for Services revenues are expected to decline mostly due to fewer paid events to be booked. Also, the 2003 budget included the 100<sup>th</sup> Year Harley Davidson Anniversary event riders ranch contract budgeted at \$100,000 that will not be repeated in 2004.

# Materials Recycling Fund

# Parks & Land Use

# Fund Purpose/ Summary

## Fund Purpose

An Enterprise fund used to account for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with the State Recycling Law, Chapter 287. To provide technical and educational assistance to ensure proper use of drop-off and at-home recycling programs. To accumulate data, produce reports, and make long-range plans for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

## Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Personnel Costs (a)	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	\$1,457,123	\$1,612,205	\$1,579,305	\$1,824,670	\$212,465	13.2%
Interdept. Charges	\$83,236	\$98,629	\$96,714	\$110,197	\$11,568	11.7%
Fixed Assets Memo (b)(c)	\$22,215	\$100,000	\$100,000	\$340,000	\$240,000	240.0%
<b>Total Expenditures:</b>	<b>\$1,540,359</b>	<b>\$1,710,834</b>	<b>\$1,676,019</b>	<b>\$1,934,867</b>	<b>\$224,033</b>	<b>13.1%</b>
General Government	\$1,098,183	\$847,500	\$1,131,600	\$850,000	\$2,500	0.3%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$123,000	\$123,000	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (d)	\$1,155,082	\$1,487,500	\$910,000	\$1,706,250	\$218,750	14.7%
<b>Total Revenues:</b>	<b>\$2,253,265</b>	<b>\$2,335,000</b>	<b>\$2,041,600</b>	<b>\$2,679,250</b>	<b>\$344,250</b>	<b>14.7%</b>
<b>Operating Inc./(Loss) (b)(c)</b>	<b>\$712,906</b>	<b>\$624,166</b>	<b>\$365,581</b>	<b>\$744,383</b>	<b>\$120,217</b>	<b>19.3%</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

(a) Positions, which support the MRF, are directly billed on an hourly basis and are not assigned through the payroll system.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

(c) Operating income is used to fund fixed asset capital outlay expenditures of \$340,000 planned for 2004.

(d) Other revenue includes Material Recycling Facility fund balance appropriation of \$650,000 in 2003 and \$650,000 in 2004 for dividend payments to participating communities, interest from fund balance and sale of recyclable material revenue.

**Departmental Objectives**

1. To improve intergovernmental cooperation, reduce costs, and increase efficiency; offer processing of recyclables to municipalities and county school districts, which currently do not participate in the MRF, by charging them the member rate per ton tip fee and return actual materials sales revenue to the community/school district (on-going).
2. Pursue additional grant opportunities to improve efficiency and increase participation in recycling and waste reduction by encouraging use of the MRF by additional municipalities (on-going).
3. Provide an investment dividend to all participating municipalities with the County as Responsible Unit for recycling to lower costs for local recycling efforts. Maintain sufficient funding to provide processing service at the MRF at no charge (on-going).
4. Improve understanding and participation in recycling, composting and waste reduction programs to increase recyclable material volume and quality and decrease amount going to landfills (on-going).
5. Maintain a cost-effective system for processing recyclables at the county MRF in order to remain competitive with local landfill costs (on-going)

**Major Strategic Achievements from 7/01/02 to 6/30/03**

1. Replaced entire main conveyor (support structure and belt) on the commingled line. The new conveyor will increase productivity and reduce downtime due to frequent repairs.
2. Completed testing and engineering specifications for a new air exchange system in the plant.
3. Replaced old loading dock seals, bumpers and levelers.
4. Installed concrete pad at loading dock to replace pavement, repaved driveway and scale approaches, and seal coated entire lot.
5. Developed a proposal to recruit additional municipalities and school districts to use the MRF.

**Materials Processing/Marketing/Administration/Education**

**Program Description**

Administer and manage MRF operations contract with a private vendor to process and market recyclables at the county-owned MRF. Maintain building and equipment and provide collection service to drop off sites. Administer and manage DNR Recycling Grant; prepare required applications and reports. Promote proper separation of recyclables and participation in curbside recycling programs in 25 participating communities. Provide tours and presentations to all requests. Develop, design and distribute displays, brochures, and programs that promote recycling and waste reduction.



<b>Performance Measures</b>	<b>2002 Actual</b>	<b>2003 Budget</b>	<b>2003 Estimate</b>	<b>2004 Budget</b>	<b>Budget Change</b>
% waste stream recycled	36%	34%	36%	36%	2%
% residue/reject	4.5%	5.0%	5.0%	5.0%	-
Recycling Participation as measured by survey (a)	N/A	92%	98%	98%	6%
Rev as % of expenses	146%	136%	160%	138%	2%
Net Operating cost per Ton (b)	\$5.87	\$22.54	\$15.25	\$17.87	(\$4.67)

(a) Recycling participation determined by a statistically valid phone survey of citizen opinions and behaviors regarding recycling and solid waste conducted between December 2002 and January 2003.

(b) Net cost of processing recyclables at MRF, including education. Does not include state grant funding, investment income or dividend rebate program. Excludes tons processed under contract with communities that are not within the responsible unit designation.

**Materials Processing/Marketing/Administration/Education (cont.)**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Operating Expenses	\$1,457,123	\$1,612,205	\$1,579,305	\$1,824,670	\$212,465
Interdept. Charges	\$83,236	\$98,629	\$96,714	\$110,197	\$11,568
Fixed Assets Memo (a)	\$22,215	\$100,000	\$100,000	\$340,000	\$240,000
<b>Total Expenditures: (a)</b>	<b>\$1,540,359</b>	<b>\$1,710,834</b>	<b>\$1,676,019</b>	<b>\$1,934,867</b>	<b>\$224,033</b>
General Government	\$1,098,183	\$847,500	\$1,131,600	\$850,000	\$2,500
Charges for Services	\$0	\$0	\$0	\$123,000	\$123,000
Other Revenue	\$1,155,082	\$1,487,500	\$910,000	\$1,706,250	\$218,750
<b>Total Revenues:</b>	<b>\$2,253,265</b>	<b>\$2,335,000</b>	<b>\$2,041,600</b>	<b>\$2,679,250</b>	<b>\$344,250</b>
<b>Operating Inc./(Loss) (a)</b>	<b>\$712,906</b>	<b>\$624,166</b>	<b>\$365,581</b>	<b>\$744,383</b>	<b>\$120,217</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.



**Program Highlights**

The budget includes an initiative to develop cooperative agreements, offering recycling processing and education services, along with yard waste services, to municipalities and school districts that are currently not participating in the county recycling program. The initiative allows the county to be eligible for a DNR Recycling Efficiency Incentive (REI) grant which will be used in the General Fund Solid Waste Program to reduce the tip fee associated with the County Yard Waste activity. The new communities and school districts will be charged a per ton tip fee to cover the costs of recyclable processing and their per ton materials revenue will be returned to the community based on actual sales. For budget purposes an estimated 3,000 tons, or \$144,960 of additional operating expense, has been included to accommodate the additional recyclable material delivered to MRF.

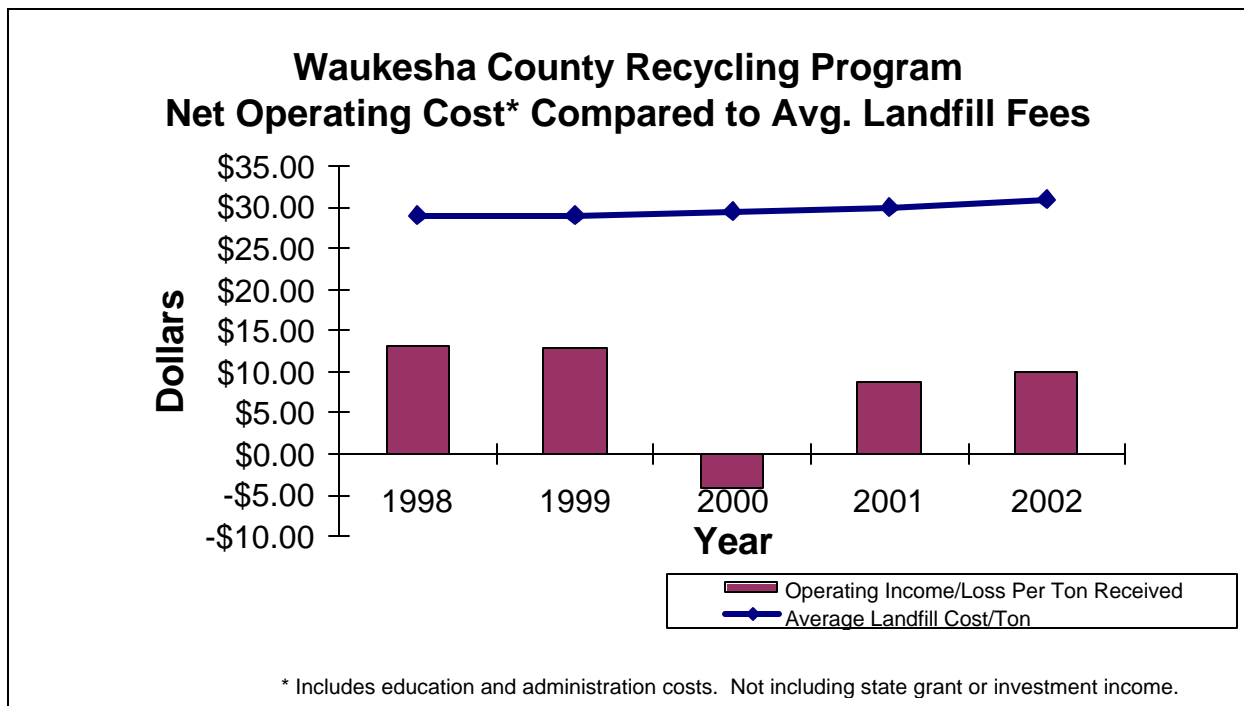
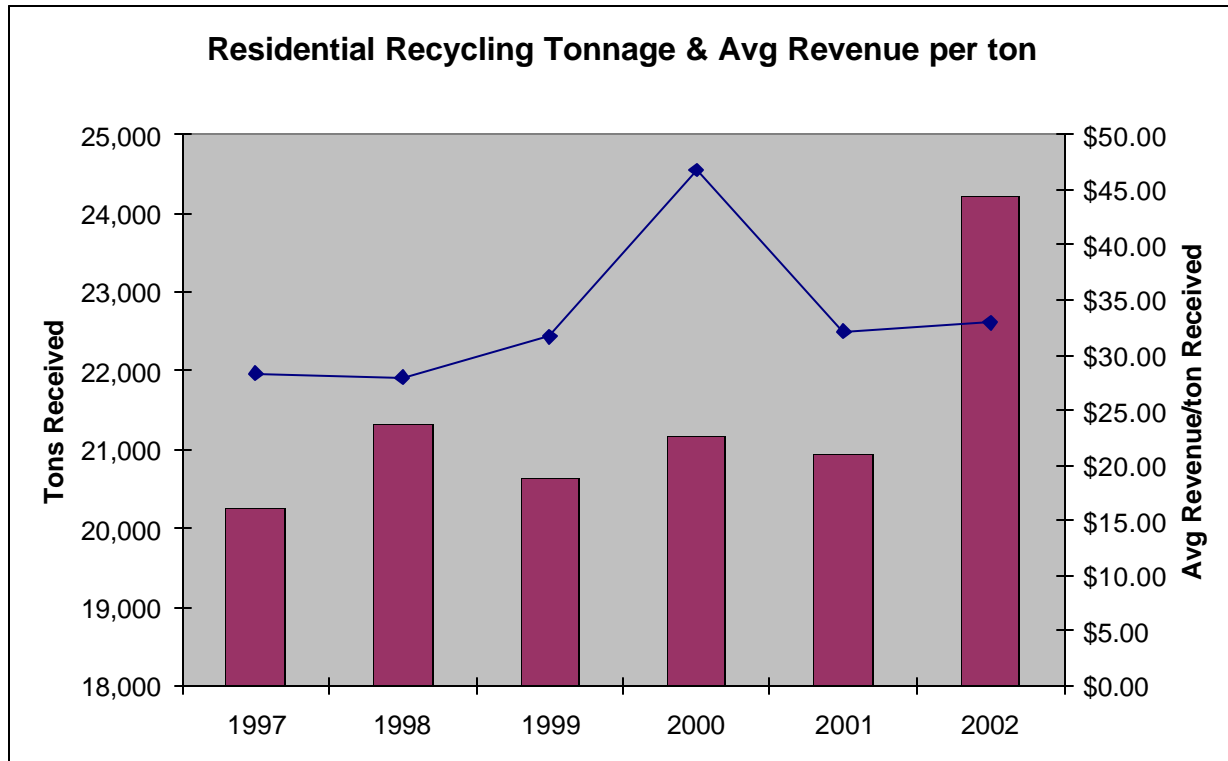
Operating expense increases also include \$35,200 associated with consulting costs for a MRF engineering consultant to conduct an equipment maintenance audit of the plant and a solid waste and to conduct a statistically valid baseline study of MRF residue and rejects, which has never been done. The consultant will also develop custom reports from existing MRF spreadsheet data. Operating expenses continue the distribution of \$650,000 in MRF dividends from cash reserve for the 25 participating municipalities, while maintaining an adequate balance so that no tip fee is charged to the 25 communities.

Fixed assets expenditures include the paper in-feed conveyor and air classifier, which have exhausted their expected useful life. They were originally budgeted for in 2003 but were not installed due to higher than budgeted costs for the main commingled conveyor replacement, which included the structure as well as the belt. Replacement fixed assets includes a residue conveyor that leads to the compactor with a wider and longer conveyor to allow for more efficient loading of hoppers. The extensions of the aluminum/plastic sort line, and the addition of a blower for aluminum, are budgeted to facilitate the handling of material. Fixed asset also include air quality enhancements, which reduce the in-flow of diesel exhaust into the sorting areas by upgrading the heating and ventilation system and enclosing the tip floor area.

**Activity**



	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	2004 <u>Change</u>
Households Served	85,250	86,000	86,000	87,500	1,500
Tons Received	24,226	23,000	24,200	29,000	6,000
Number touring MRF & Education Room visits	1,834	1,100	1,600	1,800	700



Annual tonnage increased 15% in 2002 after being relatively stable since 1995. Tonnage increase is anticipated in 2004 due to the initiative to recruit new municipalities and school districts. Chart 1 shows a relatively stable material market revenue with the exception of higher prices in 2000. The program goal is to keep the net operating cost per ton below the prevailing landfill disposal charge for solid waste, which is approximately \$31 per ton. Chart 2 shows that recycling is significantly cheaper than landfiling. The 5-year net average operating loss = \$9.80 per ton.